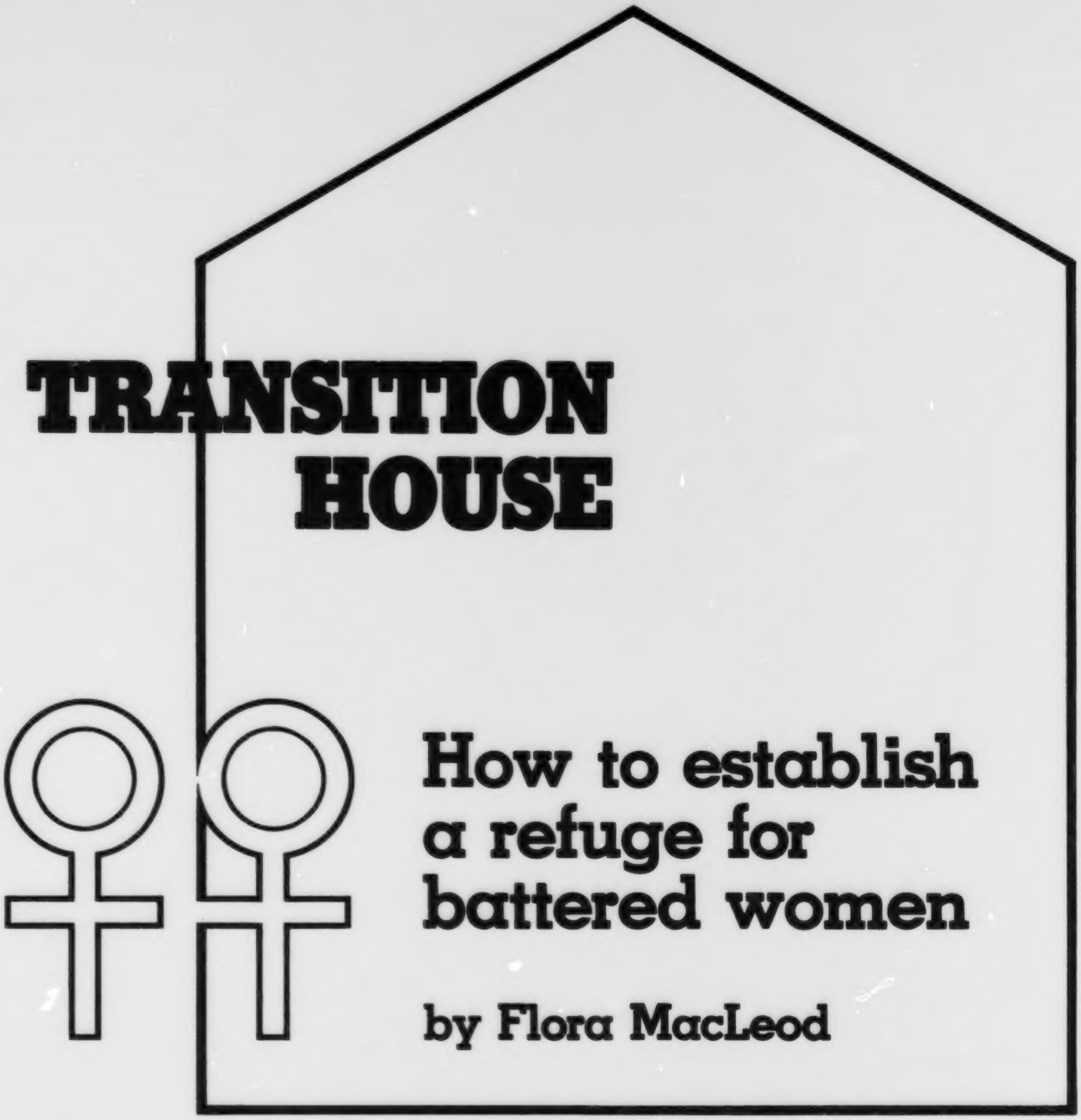

TRANSITION HOUSE

How to establish a refuge for battered women

by Flora MacLeod

Social Planning and Research
United Way
of the Lower Mainland

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How to establish a refuge for battered women

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The National Clearinghouse on Family Violence
Social Service Programs Branch
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My objective in writing this handbook was to produce a pragmatic, "how to" manual which would serve as a vehicle for sharing information and ideas. Initial response from readers elsewhere in Canada indicated that the information contained in the handbook, while in most cases specific to British Columbia, is also useful in other provinces and the territories.

I hope that the availability of this handbook will encourage others to work towards setting up a transition house service in their own community. Groups whose experiences are represented here make it clear that the task, while time consuming and sometimes complicated, is an entirely worthwhile endeavour.

Flora MacLeod
1982

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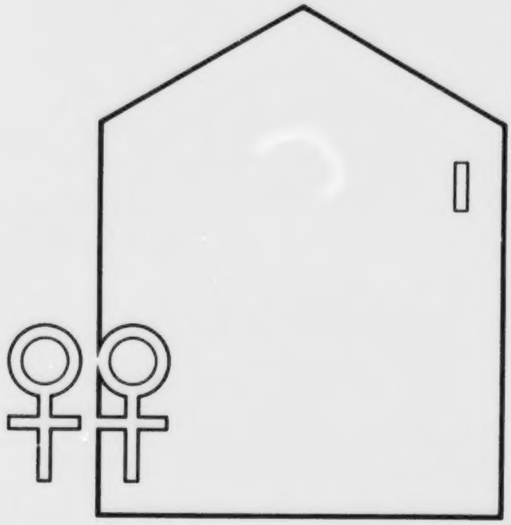


Discovering the need for Transition House

TRANSITION HOUSE

HOW TO ESTABLISH A REFUGE FOR BATTERED WOMEN

> Although society abounds in resources, none, with the exception of Transition House is equipped or prepared to deal with the battered woman's particular constellation of needs.
>
> (North Shore Governing Committee,
> United Way of the Lower Mainland)

I. Discovering the Need for Transition House

The late 60's and early 70's saw a great increase in community-based services organized by women for women and children. Supported by a combination of volunteer work and short-term grants, women's health centres, newsletters, action groups and "drop in" centres grew as a part of the women's movement throughout Europe and North America.

The neighbourhood resource and information drop-in centre was a particularly popular and useful service. Women could come with their children to meet each other, find friendship and support, and work together on problems which concern them.

As the reputation of such centres grew, they attracted women whose problems were beyond the usual scope of service - women who were severely beaten in their homes by their husbands. The story of Chiswick Women's Aid Centre was to become typical. It began in 1971 when Erin Pizzey organized a drop-in centre in a suburb in London, England. Some of the women who came to the centre were bruised and injured, or frightened of repeated violence. Generally they had children, had no money and no place to stay where they could be safe. Within a year, Chiswick Women's Aid Centre became the first transition house specifically designed as a refuge for battered women. The lives of these women and the work of Chiswick House were dramatically presented 1974 in Pizzey's book Scream Quietly or the Neighbors Will Hear.[1] Films made about Chiswick House have become important resources to groups learning about the problem of wife battering and the services required.[2]

Canadian transition houses tended to have similar origins. [3] Services like Nellies in Toronto, a house for single women, and A Woman's Place in Vancouver, a storefront drop-in and information centre, increasingly received pleas for help they could not provide. A house which was accessible to women at any time of the day or night, which was safe and which had room for children was necessary. Staff to provide support and help was essential. Inability to pay must not exclude women from using the service.

Documentation of the need for such a refuge and development of details of operation began in Vancouver during 1972. Ishtar was opened in Langley, B.C. early in 1973. Interval House in Toronto and Vancouver Transition House opened later the same year.

1. Support from Research on Family Violence

Neither academic research nor the records of family welfare agencies have been in the past a source of information of the incidence or the dynamics of wife battering or other forms of family based violence. Researchers and other professionals have not asked the questions which uncover such stories. It was only in 1963 that Dr. Henry Kempe defined the child abuse syndrome [4] and declared that medical and other helping professions had an obligation to respond to and intervene in aid of abused children. More recently researchers who studied prison populations, juvenile delinquents and prostitutes [5] have begun to ask specifically about childhood abuse and other violence in the home.

A major study by Murray Straus, Suzanne Steinmetz and Richard Gelles funded by the U.S. National Institute of Mental Health was begun in 1976. [6] They undertook an inclusive survey of violence between siblings, between spouses and between parents and children. The same year in B.C. the Social Planning and Research Department of United Way surveyed social agencies and resources designed for women in Greater Vancouver to obtain some estimate of numbers and types of cases of wife battering.[7] (4 to 5,000 cases of wife battering a year in Greater Vancouver was considered by research staff to be a conservative estimate.) The study also documented the extent to which problems related to wife battering were dealt with as topics for instruction in schools of social work, law, medicine, and in public colleges.

Also in 1976, Del Martin published Battered Wives,[8] the first book on the topic in the United States, and in B.C.,planning for the first international symposium on family violence began.

2. Symposium and Task Force on Family Violence

The Symposium on Family Violence held in Vancouver in March 1977 was sponsored by United Way of Greater Vancouver and was financially supported by provincial and federal governments. Del Martin was present, as was a representative of Chiswick Women's Aid. Dr. Murray Straus was the keynote speaker on violence in the family. The symposium proceedings[9] recorded the major presentations and workshop recommendations. Prime among these were the establishment of a Task Force on Family Violence and the opening of more transition houses in B.C. communities.

The Task Force operated under the auspices of SPAR at United Way from April 1977 to June 1979. Work included production of videotapes, a resource list, a handbook on legal process for battered women,[10] the child abuse/neglect newsletter, and a series of workshops for professionals who deal with family violence. In addition, eight workshops were held in various communities in B.C. The Task Force Report published in June 1979 contained 63 recommendations related to family violence.[11]

3. Building a Case for Transition Houses in Smaller Communities

The demand for Transition House services is great. Each year, Vancouver Transition House is unable to accomodate one and a half times as many people as it shelters. They are referred on to other shelter or temporary accomodation.

Cities such as Vernon, with a population of 18,000 or Port Coquitlam, with a population of 24,000 find their local transition house facilities full.

But what of small towns and regions made up of scattered rural communities? Groups working to provide transition house service to such areas generally are asked to prove that there are enough clients to justify the cost of operating the facility. The work of the K'san House Society in Terrace, B.C. is an interesting example.

a) The Report of the Terrace and District Family Violence Research and Community Awareness Project

Terrace is a fast growing town in northwestern B.C. with a population of 10,000. There are an additional 4,000 people in the outlying communities. Kitimat, a planned company town built by Alcan in 1951, is 37 miles from Terrace and has a population of about 12,000 people. In June 1978 a workshop sponsored by the United Way Task Force on Family Violence was held in Terrace in cooperation with local agencies. Interest in developing a transition house service was rekindled in spite of previous failure to find funding support. An interested group of local people took the following steps:

- i. Registered themselves as a society
- ii. Requested the Terrace & District Community Services Council to make application to Canada Works for three staff
- iii. Canvassed the support of all relevant agencies in completing a questionnaire
- iv. Wrote a project proposal for research on family violence which would
  - document the number of instances of family violence in one year in the Terrace-Kitimat area
  - result in recommendations for long and short term programs to alleviate the problems of family violence
  - increase public awareness of the extent of the problem and the need for appropriate community resources

Research staff surveyed fifty agencies: police, probation officers, clergy, and staff of mental and public health offices, hospitals, clinics, social welfare offices and other services such as crisis lines. The fifty-three page report contains a statistical analysis of incidences and types of family violence based on a detailed study of each case encountered during the course of one month. A key question was the staff person's judgement as to whether or not the client would in that case likely have made use of a transition house. A common criticism of such research, given problems of confidentiality, is multiple counting of the same cases, particularly where victims might seek aid from several different agencies. Duplications were not as frequent as expected and were easily picked up in a sort by age of victim, number of family members, and referral source. The research staff found that apart from incidence, it was important to ask what assistance an agency would offer victims and what their ideas were for improving services to assaulted women and their children.

In focussing on both child abuse and wife battering, the study gave an overview of the interconnections between these problems. However, researchers learned that in both towns there was twice as much wife battering as other forms of family violence combined, including child abuse and violence between children in a family.

Of the clients known, more than 100 would have been appropriate referrals to a transition house and would have been likely to use such a facility if it had been available. On the basis of a twenty-five day average length of stay, the report concludes that an average of seven women would have required shelter each day. Generally women are accompanied by children, so that estimate could be at least doubled. This conservative estimate would have to be increased if a transition house were known to exist and was advertised. Futher, the estimate did not include women from outside the two communities who would by likely to request the service.

Research need not necessarily be as extensive as that described, nor involve paid staff. However, the process of enlisting the support of key referral agencies is an essential one. Being asked to reflect on their caseloads and to consider which clients could have benefitted by use of a transition house helped make them more aware of the problem. They were also more likely to recognize how such a resource would aid their own work. Participation in the research provided a route for them to align themselves with the transition house committee.

b) The work of Prince Rupert Options for Women

Prince Rupert is a coastal town 95 miles west of Terrace in northwestern B.C. with a population of 15,000. Participants from Prince Rupert who attended the family violence workshop in Terrace went home to deal with the case of a woman whose severe beating by her husband resulted in permanent brain damage and paralysis. Charges were not laid until nine months after the assault, when the matter was raised in the provincial legislature. Prince Rupert Options for Women undertook practical support for the victim and advocacy on her behalf. They began by operating an emergency shelter system for women in four private homes for one year. They also took the following steps towards establishing a Transition House:

i. Set up a Trust Fund
ii. Applied for and received a grant from the Secretary of State to undertake a study
iii. Hired a summer student for four months to determine:
  a) the number of battered women who required help
  b) how their needs could best be met
iv. Collected 500 signatures on a petition and 40 letters of support
v. Compiled a report and recommendations based on the research and enlisted the support of city council, RCMP and other local agencies 13
vi. Submitted funding proposals to the regional office of the Ministry of Human Resources (social welfare) and met with the Minister to discuss the proposal. Rejected several times on grounds of "no need" the groups eventually received but rejected an offer of $5.00 per day per woman and 5 days in a motel room

vii. Called a public meeting to initiate the Prince Rupert Transition House Society and to elect a Board of Directors

viii. Submitted subsequent proposals to the welfare ministry and to City Council. (They have since been funded for ten beds and a $25.74 per client rate.)

The Prince Rupert Options for Women research was based on a retrospective count of wife battering cases. Typically, police, hospital emergency ward staff and social workers' statistics and file systems are not organized to count cases of wife battering. Such cases may be hidden in other categories like domestic disturbance, broken limb or bruising, or application for welfare. Prince Rupert RCMP, with a domestic disturbance count of one a day, supported the need for an emergency shelter to open immediately.

4. What about an Emergency Shelter?

Smaller communities have a more difficult time supporting specialized residential facilities for the range of people who require them. Emergency shelters exist here and there to provide short term housing to transient men and women, to local and transient families, and to individuals temporarily without a place to stay. They also accommodate outpatients from mental hospitals, alcoholics, runaways, juveniles and other children in need of shelter, such as sole support teenage mothers. They are used generally as hostels and occasionally, on an emergency basis, as holding centres for juveniles awaiting court hearings. Many have a three day limit of stay and require eligibility under social allowance means tests for initial entry and extension of stay.

a) The case for Transition House as distinct from Emergency Shelter

Nearly every transition house in the course of its development has had to consider combining transition house with emergency shelter service. The question is even more pertinent in resource-poor rural areas and towns. The concept is attractive to government funders who believe they can solve several problems with one facility and one set of staff. Repeatedly in B.C., committees have investigated combined service and rejected it on the following grounds:

i. Experience has shown that suburban communities and rural towns as small in population as Terrace-Kitimat district (combined population of 26,000) do provide enough residents to fill a transition house.

ii. Most facilities in regular residential houses can, in any case, accommodate no more than six to eight beds.

iii. Such a facility in a community the size of the Terrace-Kitimat District could be predicted to be full most of the time. Staff would have more than enough work to occupy them, particularly given the need to provide after hours service.

iv. Unlike an emergency shelter, a transition house is required to be relatively secure and generally has an unpublished address.

v. Women who have been beaten require a safe, stable, home-like atmosphere and time to recover from trauma and injuries.

vi. They need the full attention of staff who are not required to work simultaneously with other demanding and possibly difficult clients who have different problems and different service requirements.

vii. Meeting and talking to other battered women in a supportive setting is an important feature of transition house stay. Women need to realize the problem is not uncommon and that they can help each other with both emotional and practical support.

One service which attempts to meet all of a community's shelter needs while still operating a separate transition house facility is North Shore Crisis Services Society. In 1979, individuals and agencies on the North Shore* became convinced of the need for a comprehensive crisis shelter service located in their suburban community, rather than centralized in downtown Vancouver.

The North Shore Crisis Services Society was formed that year and proposed the establishment of both a transition house and a 24 hour emergency shelter as a coordinated service with integrated management and staff. The objectives of the society are:

---

* NOTE: North Vancouver City and District, West Vancouver Municipality and land of the Squamish and Burrard Indian bands.

i. To serve people in crisis in their own community.

ii. To provide shelter and/or support services for people in crisis... to see that each individual receives help in accordance with his or her specific needs.

iii. To strengthen the coordination of these services into a network... with existing social service agencies and to advocate improvement of service where necessary.

iv. To keep an accurate and confidential record of the people served, disposition and follow up provided, ... to obtain a profile of all crisis interventions and ... agency involvement in order to assess the effectiveness of the service provided.

14

To date, funding has been received for the Emily Murphy Transition House, which is the first phase of the service plan. In the interim, until full and separate emergency accommodation can be provided, the transition house facility accepts other clients on a priority basis.

b) The priority system

To satisfy funding sources, most transition houses in B.C. have had to accept a priority listing of residents they will accommodate. However, transition house staff have increasingly argued that women who are, for instance, suicidal, suffering from severe mental problems, or who are alcoholic or withdrawing from drugs, are not best served in a transition house.

The priority listings typically include such problems as:

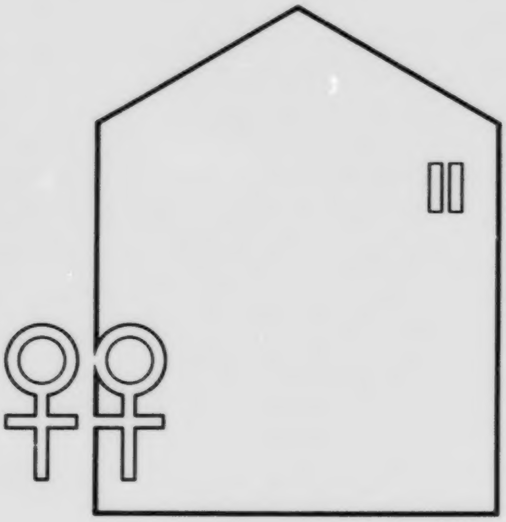
- battered or abused women and their children
- mothers and children requiring emergency accommodation while making more permanent arrangements
- young women 19 and over who are transient or temporarily alienated from their families
- women in marriage breakdown crisis
- women in emotional crisis who do not require hospitalization

- female hospital patients on day or weekend passes who have no home or family in the area
- women in transition from a controlled environment
- out-of-town relatives of patients in local hospitals

In practice, because of demand, most residents at any given time are battered women and their children.

5. Referrals between Transition Houses: The Network Idea

Transition houses serve not only their local communities but become part of a link in a network of refuges which will accept women who for safety must leave their home town and live anonymously for a time. Social Welfare agencies will generally pay plane or bus fare in such cases. It is vitally important that no municipal or regional residency requirements be set for admission to transition house.



Transition House Objectives

II. Transition House Objectives

The following objectives of transition house service have been summarized from pamphlets and project proposals. The statements of purpose tend to be remarkably similar. They reflect the philosophy under which the concept has developed and most transition houses have been organized:

- to provide a refuge for women who have been physically assaulted, threatened or harrassed, including temporary accommodation, food and other necessities on an emergency basis
- to offer crisis counselling so that a woman may gain a perspective on her situation and consider alternatives and options
- to support whatever decision she makes
- to offer practical help and information so that she may make realistic plans about her life
- to provide information for community and professional groups, organizations and agencies on the problem of wife battering and the needs of battered women and their families
- to provide appropriate referrals and establish contact with community agencies and resources

1. Basic Values

Transition house literature emphasized certain basic values, particularly self determination, self-help, self-worth and co-operative collective effort. The way staff related to each other and to residents, house rules, and the "transitional" orientation of the service all reflect the underlying philosophy.

> As soon as they can after their arrival, women at Transition House take on a share of the housework. The co-operative spirit of the house is friendly, safe, and helps every resident feel more confident about what she can do. It also prevents dependency on the house and staff. The work that the women do around the house is similar to what they did at home, but here it is gratifying in a different way because it contributes to the smooth functioning of a whole community. They learn, many of them for the first time, how to nurture other women as well as children.

> The co-operative work structure is the best tonic for a woman with an ailing sense of self. All around her she sees ordinary woman, like herself, running the house, dealing with landlords and court officials and lawyers, making important decisions, being in control. For the first time, she is living in a group of women, trusting women, trying new things and talking openly to others.
>
> 15

Certain other tenets have evolved, including the following:

- Violence against women is unacceptable behaviour.
- Nobody deserves to be beaten.
- Violence is learned behaviour and children are better off with one parent than in a violent atmosphere with two.
- A woman and her children are a viable family unit.
- Women can be strong and capable when given the opportunity to manage their own lives.

Self determination is the value most explicitly addressed in transition house literature. For example, from the North Shore Division, United Way of the Lower Mainland, in its report on Emergency Shelter and Transition House Facilities:

> Not to change people but be a place where people can begin to change
>
> 16

from the goals and objectives statement of Victoria Transition House:

> Each woman has the right to decide for herself the direction of her life according to her own values and needs. We will support each woman in following through with the decision she makes
>
> 17

and from the text of the Vancouver Transition House pamphlet:

> Whether her goal is counselling, and perhaps eventual reconciliation, or permanent separation requiring legal and financial advice, or further education, staff work with each resident to help her attain these goals.
>
> 18

2. Additional Concerns and Goals

As more transition houses have become established with relatively secure funding, other concerns which go beyond the most immediate and basic goals have been identified. These fall into two categories. The first involves the expansion of the services provided in transition houses, including;

- needs of children who come from violent homes; provision of immediate and longer term help for them [19]
- continuing contact with women after their stay ends and they return to the community to their homes or a new living situation
- support groups for battered women, including those still living in a violent relationship and those who are living alone or with their children (See page 98)
- advocacy on behalf of women in their dealings with the court system, welfare and housing authorities (See page 102)

It should be noted that the last two items listed - support groups for women and an active advocacy program on their behalf - are considered by some transition houses as too heavy a load for already overworked staff. They argue that such services should be carried out by other specially trained community agency staff. Transition houses which do undertake these tasks must have sufficient staff to do so.

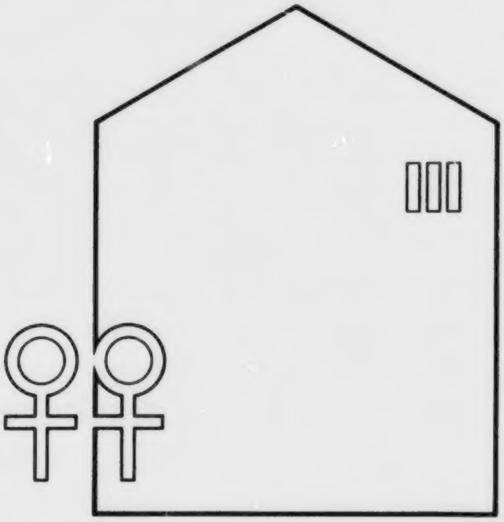
The second category of concerns is probably better developed by agencies and groups other than transition house staff, and may include:

- crisis services for men who batter, including crisis counselling, alcohol and drug counselling, and short term accommodation which would allow the assaulted spouses and their children to remain in the family home
- therapy and self-help groups for the men who are beginning to ask transition house staff for referrals to such sources of help and support (See page 98)

- "second stage" housing such as Munro House, under the aegis of the YWCA's in Vancouver, (20) for women who move from transition house or who require a sheltered situation with staff support for a period of three to six months.

Transition house staff and board members generally agree that the direct concerns of assaulted women and their children should be the focus of their energy. Acting in an advisory capacity, transition house staff have made helpful contributions to the development of groups for men and for the establishment and operation of "second stage" housing.

Most of the concerns listed in both categories bring transition house staff into contact with other agencies in the service network. Boundaries which define where one's obligations end and another's begin are still being adjusted. Certainly the perspective and experience of transition staff are invaluable to the development of other programs and services whether or not they are formally connected to transition house operation.



Steps in establishing a Transition House

III. Steps in Establishing a Transition House

It Takes Time

Experience has shown that it takes two to three years of work to open the doors of a new transition house facility. The steps described in this section impose a sense of order and inevitability on a process which is in fact long, time-consuming and often unpredictable and frustrating. Volunteers should be prepared to work without funds for a long period before details are finalized and money available.

1. Establishing a Mandate and Gaining Support

The impetus to set up a transition house has generally come from groups of women already working together on some project such as a "women's place", information or crisis centre. Vancouver Transition House and Coquitlam Women's Transition House originated from such services. Two other recently opened transition houses(on the North Shore and in Burnaby, B.C.)involved the United Way and a broad base of community agency support.

Transition House, no longer the property of a "radical" movement, is increasingly being viewed as an essential part of the community service network and is gaining support and active participation from established agencies, professions, churches and government personnel.

Steps to take in setting up a transition house:

a) Contact other operating transition houses in person or by mail and if possible arrange appointments to discuss your plans.

It is important to gain the benefit of their experience and advice. What mistakes did they make? What would they do if they were in your position?

b) Form a "core committee"

A nucleus of committed people can meet independently to work towards becoming a non-profit society or can meet initially under the aegis of an interested community group or agency such as a planning council, a family service agency, or a crisis society. It works best if the core group recognizes the long term aspects of the task and undertakes to stay involved until set goals are achieved.

c) Write a goal statement and service description

Write a clear and brief statement of goals and a draft description of the service proposed. (See page 9 for example) Address such questions as: Why a transition house? Who will it serve? How long may women stay? What services will be provided? How will referrals be made? Not all issues and problems have to be solved at this stage, but the description should be complete enough to provide the basis for enlisting support from other agencies. The goal statement also becomes the basis for a constitution and statement of purpose which will need to be developed if the decision is made to incorporate a society.

d) Design a needs survey

The collection of statistics and written statements of need from credible community sources have proven to be an essential step in establishing a transition house. (See page 4 for work of the Terrace and District Community Services Council and page 6 for plan followed by Prince Rupert Options for Women) Agencies particularly likely to provide useful information to a needs survey and to support a transition house are:

- hospital emergency wards
- police departments
- probation/family court counsellor services
- health and mental health centres

- family counselling service associations
- social welfare offices and child abuse social workers
- crisis centres and information lines
- city or municipal councils
- women's centres, community colleges, unions, churches, etc.

Compose a standard letter outlining the goals and services and explaining the need for information and written statements of support. The letter may be accompanied by a simple form which organizes the information requested. Be prepared to speak to your request for support at board, council and agency meetings.

e) Plan a series of group meetings

Group meetings to explain goals and gather public and professional support may include one or all of the following:

- a workshop with professionals and involved community people on attitudes, myths, dynamics and skill development on the subject of wife battering. Ask for resolutions and commitment of time and support.
- an interagency meeting on wife battering. Ask professionals to consider their role in services related to battered women. Invite them to participate with your group in preparing a presentation on the subject for the community and/or submitting letters of support from their agencies.
- information sessions on family violence (a less threatening term which can include child abuse) or wife battering, utilizing audio-visual aids, handouts, local and visiting resource people. If it seems appropriate, invite the media and prepare a press release.

Existing community groups such as interagency forums or planning councils may be interested in co-sponsoring such meetings.

2. Forming a Transition House Society

Now is probably the time to make a strategic decision about forming an independent non-profit society under the Society Act or continuing under the sponsorship of an established agency.

The advantages of being a sub-committee of an established group include endorsement by the "parent" agency, and use of meeting space, secretarial or other staff help. Problems may include the possibility of over-zealous control by staff or board of the "parent" agency and lack of flexibility.

In either case, consider enlarging and formalizing your core committee to include people from the community. Compile the resolutions from meetings, statements, and letters of support and committee membership lists. The expanded committee will form a committed and informed pool of potential members of an advisory board or board of directors.

a) Steps in forming a Transition House Society

Check with provincial legal assistance groups and The Legal Aid Society for any guide book on incorporation which may exist. In B.C. an excellent guide to the provincial Society Act was written for the Vancouver Community Legal Assistance Society and is available from the Legal Services Society of B.C.[21] The following are notes derived from this guide. Remember that details may differ province by province.

- obtain a copy of The Society Act for your province from the Queen's Printer in your provincial capital
- using the goal statement as a base, decide on the wording of the constitution. Your group will need to settle on a name for the society, (a search of other registered names is required) and clearly state its purpose. (See page 9)

- because the society will apply for tax exempt status (See page 29) as a registered society, you will require a wind-up clause (to state what will happen to assets if the society dissolves) and a non-profit clause (to state that no part of the society's income will go to any member of the society)

- the alterability clause makes clear which part of the constitution and by-laws may be altered by a vote of the membership. Examples of clauses to be made unalterable would be the wind-up clause and non-profit clause because they are fundamental to your society's purpose and method of operation. (ie you are not a profit making business)

- by-laws define specifics of operation of the society such as terms of membership, procedure for calling the annual meeting, voting rights, and minute taking. The by-laws in effect form the contract between the society and its members. They can be altered to fit your needs and should facilitate and support the operation of the society to meet its goals.

The general purpose of the regulations of the Society Act is to ensure that societies are responsibly run, and in particular financially accountable. The assistance of a lawyer(available free via public legal services or on a volunteer basis) will ease the work of society registration.

b) After Incorporation

Once the society is incorporated:

- open the society's books and records

- open a bank account

Decide who is responsible for signing cheques. A common practice is to have three board members and one staff with signing priviledges, with any two required for each cheque.

3. The Funding Proposal: Preparation and Strategy

a) Expand and finalize the description of service

Prepare supporting arguments and come to decisions on a range of important matters such as:

- location of the house, ie near public transport, schools and support services, such as hospitals and welfare offices and in a neighbourhood safe for children
- size of house, ie number of beds; facilities required
- hours of staff time, ie full time 24 hour staff or some variation on 8 a.m. to 9 p.m. staff time model. Remember to include sick and holiday time and weekends.
- job descriptions of coordinator and other staff
- organizational structure: lines of responsibility and means of decision making
- duties and responsibilities of board, ie policy, budget, staff appointments, monitoring the service
- criteria for hiring staff, ie women with relevant life experiences, sole support mothers, counselling skills

For discussion on the above, see pages 48 - 60.

b) Prepare a budget

A budget can now be drafted for initial start-up and annual expenses. Don't shortchange yourself. At least one transition house has refused to accept a scaled-down, inadequate funding offer and successfully argued for sufficient funds to do the work properly.

The transition house is likely to be supported by public funds, and financial accountability and efficiency are important. Invite an accountant to join the board of the society. Make it clear that all funders may expect an audited financial statement and annual report. (See Other Financial Statements, page 72, and Annual Meetings and Annual Reports, pages 74 and 75. See Transition House Administration and Management pages 39 to 41, for sample budget items.)

c) Search for sources of funding

One of the important criteria potential funders will check is whether or not efforts have been made to gain support (in money or services) from other levels of government, including local government, and from private sources.

i. Federal

Each year funding priorities change. Check to see if some part of your proposed service might fit the new priority listing of a federal ministry; for example, services to native women.

Some federal money (ie from the Welfare Grants Directorate) is occasionally available for projects with demonstration aspects to their service. For example, Kaushee's Place in Whitehorse, Yukon, opened in March 1980, on a three year project grant supported by Health and Welfare Canada.[22]

Explore the possibility of seasonal manpower grants or The Student Youth Employment Program (ie for building repairs, building and grounds maintenance).

Local offices of the Canadian Mortgage and Housing Corporation should be approached for support for house purchase. (See page 106)

Secretary of State's office provides money for special projects under their Women's Program and for workshops and regional meetings.

Employment and Immigration provides Community Development grants and money for Community Service projects.

Regional staff from the Ministries of Health and Welfare, Secretary of State and the Solicitor General's Consultation Centres can provide ideas for tapping employment-related and other project funds.

Remember, however, that short term funding for your service presents ongoing problems. Core funding from the provincial ministry in charge of social services is generally a necessity.

ii) Provincial

Most transition houses receive the bulk of their core funding from provincial governments on a project grant on a per diem basis (See page 23) Lottery money, administered provincially is generally allotted on a priority listing basis.

Provincial governments, like other funders tend to be more willing to support societies which generate community based financial support, even though the actual amounts may be small.

iii) Charitable Foundations

Charitable foundations may support some part of transition house service. However, they generally require that recipient groups be incorporated under the Society Act, have a charitable tax number, and an audited financial statement. (See page 29)

iv) Local sources

Ask for personal pledges and donations of skills, goods and money from service clubs and other organizations, including churches.

v) Local Community Colleges and Universities

Local community colleges and universities are often interested in placing students for "on the job" experience. Child care workers in training are an example of supplementary staff support which may be obtained and which will also benefit the students in the course of their studies.

However it is important to remember that students must work under supervision of staff who have sufficient time for them (preferably, in the above example, an experienced child care worker).

vi) Supplementary funds

It is possible to obtain supplementary funds for specific needs. One transition house has received a yearly donation from a private individual to be used as a sort of "slush" fund for expenses which are difficult to predict and which are not generally covered by transition house budget or social welfare allowances. Purchase of second hand furniture or appliances for a resident's new living arrangement are common examples of use. Some benefactors are particularly attracted by the idea that money donated will be spent on such direct needs rather than on operational or administrative expenses.

Remember that a core funding source such as a provincial ministry of welfare may reduce funding in ratio to money gained from other sources. Clearly designating supplementary funds for capital expenses may sidestep this problem.

d) Per diem vs. program funding

The following is quoted from Erica Trimble's paper on transition houses in B.C.. written 1979.

> In B.C. transition houses are typically funded on a per diem basis from the Adult Care Division, Ministry of Human Resources. Each fiscal year the contract is re-negotiated. Per diem rates across the province vary from $13.97 to $18.28 * Two examples are: 1. Ishtar, 10 bed minimum per diem guarantee to 12 bed maximum at a daily rate of $15.10; 2. Coquitlam Women's Transition House, per diem rate of $13.97 for 10 beds, or $4,000 per month, whichever is greater. Accountability to the Ministry is for expenditures only, not for the actual services provided. The official employer of the house is the society or collective. The Vancouver Transition House is the exception to the above funding arrangement; its budget is a part of the Ministry of Human Resources (Emergency Services) budget; the official employer is the Ministry of Human Resources.
>
> The problems commonly associated with the per diem funding agreement are:
>
> i) insufficient funds for adequate staffing, for repair and replacement costs
> ii) late arrival of money; expenditure statements are submitted and funds are received after the fact, resulting in bank overdraft problems and costs
> iii) inability to plan ahead because of the need to renegotiate each year.
>
> 23

Transition house workers and board members stress the following:

i) per diem funding is different from program funding. Accountability

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*Note: Emily Murphy House in North Vancouver has negotiated a new per diem rate of $27.30 per person (the same rate applies to children) per day for 1981. Their rate for 1980 had been $17.34. The B.C. Ministry of Human Resources is currently reviewing its policy regarding funding on a per diem basis.

procedures on a per diem basis deal with expenditures only and not with matters such as quality of service, which should properly be addressed in arriving at a cost for funding on a program basis.

ii) program funding gives your organization access to government planning of services and greater opportunity for service expansion.

iii) provincial government may have no province-wide policy regarding either per diem or program rates for transition house or for similar residential resources. The rate in B.C. varies widely by region and even within regions.

iv) with program funding comes program evaluation. Who carries it out, how often and under what criteria are important service issues.

e) Zoning and licensing requirements

Zoning and licensing requirements may influence which house you choose. Check requirements carefully.

Zoning is a municipal concern related to land use and city planning. Municipal councils may be willing to waive zoning regulations for a transition house if you have obtained sufficient neighbourhood support. Enlist the help of prospective neighbours early to sidestep obstacles later in the process.

If waiving regulations will be necessary, enquire as to the procedure and follow it exactly. Remember, transition houses generally do not suffer complaints from neighbours. Children are well supervised and staff are on the property at least during daylight hours. A transition house fits into a neighbourhood and can be the means of upgrading an older home which would otherwise become rundown.

Licensing is generally a responsibility of the Provincial Welfare or Health Ministry. Enquiries should be made early as to local requirements about building standards and procedures.

Obtaining a house is easier if the city or municipality owns houses which may be made available to a Transition House Society at little or no charge. While such houses are a windfall, check that they in fact meet licensing standards or ask for a grant to pay the necessary renovation costs.

Also check if houses in your community are owned by any provincial authority. In B.C., the B.C. Building Corporation owns and maintains some houses which are currently being used by Transition House Societies.

f) Determine details of procedure for submitting funding applications

Check deadlines for submissions. Determine the appropriate channels and follow them step by step without bypassing local officials. When ever you meet with officials, come well briefed and carry copies of the proposal, including a budget and other supporting documents, lists of society members, letters of support, etc. Never give away your originals; you may need many copies.

g) Inform politicians and seek their support

Don't be selective and don't contact only the party in power. Opposition critics should be informed as well as local MP's or MLA's. All should be asked for letters of support for your budget proposal. (See page 74 re Other Uses of Transition House Statistics)

h) Make effective use of the media

Once proper procedures have been followed, it is useful to keep the media informed of the proposal, the concept of transition house, and the problems of battered women. Make sure they have copies of any flyers, fact sheets or pamphlets produced. (See Printed Materials and Handouts, pages 31 to 35)

If the address of the transition house is not public, explain why. Generally media people will respect the confidence and appreciate the opportunity for a "story". Cultivate one writer or news person who develops a back-ground of knowledge on the subject and is more likely to produce accurate and supportive stories.

4. A Note about Negotiating with Funders

Deciding on what amount of money is required to operate a transition house and submitting the resulting budget for consideration by a prime funder is not the end of the matter.

A funder such as a provincial government department is properly required to examine the budget submitted and to ask for supportive documentation or further explanation to justify expenditures. Often an offer for less money than requested is made to a society. Be realistic; set your standards of service and do not accept less than is required for operation.

Susan Tickson of Prince Rupert Options for Women describes the process as it worked for them over a 10 month period:

> We have been formally negotiating with the Ministry in a manner not unlike traditional labour-management negotiations. We have found this process to be a very depleting one - severely taxing the skills of our group. We have had to be extremely tenacious and persistent. The Ministry refused to grant any funding three times. This was followed by a period during which the Ministry conceded they could possibly fund part of our operating budget (initially 30% then 50%). We have now reached the point where the Ministry is about to fund almost out total operating budget for a year (within $5,000. approx.) We are still negotiating. We have overcome many of the Ministry's "final" offers.

> Although we hope that this system of arriving at an agreeable funding formula is not or does not become prevalent, I feel groups who plan to apply to government departments or ministries for transition house funding should be aware of this process and should be warned not to settle for less than they realistically estimate they need. Community donations, volunteer staffing, etc. will not always cover budget shortfalls and can seriously harm operation of the house because they tax low energy resources.
>
> [24]

5. Society of Transition Houses of B.C. - Pamphlet on Strategy

The B.C. Transition House Association has sponsored and published a pamphlet outlining a strategy for establishing transition houses.[25] The author, Star Wilson, points out that in B.C. a proposal should be submitted to local and district Supervisors of Ministry of Human Resources (social welfare) by June of the year prior to which you want funding. It would take until April of the following year for the project, if approved, to receive the funds. She also suggests that committee members:

- make reports clear, concise and accurate. Give examples. "Nothing will lose support faster than confusion and inaccuracy."
- be polite and firm, but not belligerent and demanding
- keep all relevant people up to date and aware of the proposal. "Hearing of plans that are very much their business from another source is a good way to have your plans stopped before you get started."
- do not favor one political party - it could alienate another
- go through proper channels. Include all local services before approaching those higher up
- remember that timing is important, particulary simultaneous notification of political leaders

6. Tax Exemptions

There are federal, provincial and municipal tax exemptions for which the society may be eligible. In all cases, tax exempt status will not be offered - it must be requested. Much of the following information on the Charitable Tax Number is derived from The B.C. Society Guide.[26]

a) Registration as a Charity under The Income Tax Act; The Charitable Tax Number

While charity status has many advantages each Transition House Society should examine the restrictions imposed on registered charities. In general the operation of a Transition House falls into the required category with no loss of flexibility or potential income. (See Revenue Canada's Information Circular on Registered Charities; number 77 - 14 available from the District Taxation Office.)

The applications for registration form (Number T2050) is also available from the District Taxation Office of Revenue Canada. Forward the form with a copy of the constitution and by-laws, a statement of purpose and description of services, a financial statement of the last fiscal year and list of Directors of the Society to:

Charitable and Non-Profit Organization Section
Department of National Revenue, Taxation
400 Cumberland Street
Ottawa, Ontario
K1A 0X5

Once your society is registered as a charity, you will be given a federal tax number which will allow donors to deduct their contributions to the society from business or personal income tax.

Application takes about three months and should be initiated as soon as a new society is formed. If response is longer, members of Parliament have proven helpful in speeding the process.

b) Provincial Tax Exemptions

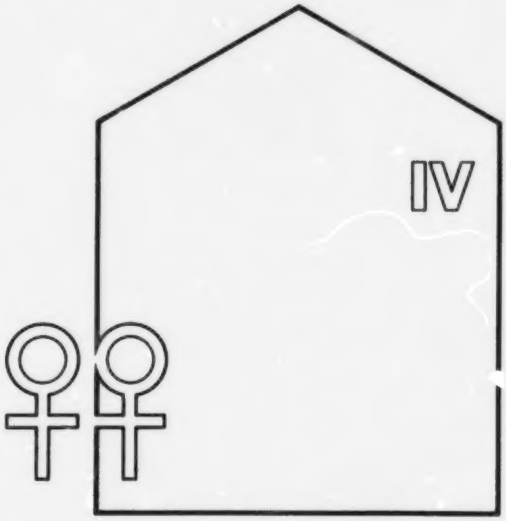
Regulations vary province by province regarding exemption from provincial sales tax. Check with your Provincial Consumer Taxation Branch.

c) City/Municipal property tax exemption

Some city or municipal councils have made cash donations to transition house, have provided facilities free, or at a nominal fee and/or have exempted the society from property tax. Check with your local authority.

Remember

- you may be required to apply each year for exemption.
- status as a charitable society makes necessary the submission of an audited yearly financial statement
- large chain and local department and specialty stores may be approached for reductions on items sold to a charitable society.



IV

Public Education and Publicity

IV. Public Education and Publicity

The very process of establishing a transition house generates public and professional awareness of wife battering and of transition house services. Many of the activities and materials described here initially might be the work of a transition house "Start-up" committee, to be revised and maintained by an ongoing public relations committee of the board. (See page 45)

1. Printed Materials and Handouts

Once a telephone number and post office box mailing address has been obtained, material which tells about transition house may be written and distributed. Some or all of the following may be used:

a) Opening announcement

A house opening is the opportunity to draw up a flyer giving introductory information on transition house for referral services and community agencies. Because it will have the house address it will be sent only to specific agencies such as police, services such as probation or individuals like doctors, nurses or social workers.

b) Pamphlet on transition house

Write a description of types of clients served, priority admissions, facilities and services, length of stay and sponsorship. Information on how to contact transition house should be included, as well as any special or emergency referral procedures. A pamphlet may also briefly describe the origin, philosophy and objectives of the transition house society and service. Vancouver Transition House pamphlet answers questions such as: How do transition houses operate? Who is in charge? and Who is a transition house worker? A useful idea is to list names or contact numbers for other transition houses in the region or province as well as other legal and social resources available to transition house residents and battered women. The pamphlet is designed for broad distribution to the public as well as referral agencies. It lists telephone numbers but not an address.

c) Pamphlet on wife battering

Include a brief statement on wife abuse, describing what it means to be a battered woman, myths and misconceptions, and pertinent facts which help women realize it is a problem others share. An important message is that they do not have to accept isolation or blame. Support Service for Assaulted Women provides a good example called "Wife Assaulted: The Silent Crime".[27] Besides listing telephone numbers of women's shelters, legal information and other services, the pamphlet makes a number of important points:

> IF YOUR HUSBAND OR BOYFRIEND HITS YOU, YOU SHOULD KNOW THAT YOU ARE NOT THE ONLY ONE. It happens to many women, in all income and educational levels, in all social classes, in all religious and ethnic groups.
>
> YOU DO NOT CAUSE THE BEATINGS. A wife-beater learned to use violence as a way of expressing anger or frustration long before he married you. Also, the tolerance of wife-beating in our society really gives men permission to assault their wives.
>
> WIFE-BEATING IS NOT A SICKNESS ... IT IS A CRIME. "He does it because he's sick" is a myth. Wife assault is too widespread and occurs too frequently to be caused by mental illness.
>
> YOU DO NOT HAVE TO PUT UP WITH IT. It's against the law for a man to hit his wife. Assault is a crime and grounds for divorce.
>
> LEAVING IS NOT DESERTION. In Ontario,* if a woman leaves a man after he has beaten her, she is not deserting her husband. She can get financial support and custody of the children.
>
> IGNORING A BEATING IS DANGEROUS. Even the first beating should be considered a danger signal. Very likely it will happen again. The attacks usually get more severe.
>
> IF YOU ARE BEATEN TAKE SOME ACTION.
>
> SEEK LEGAL ADVICE. Do not rely on what your husband tells you. All women should be informed about their basic legal rights.
>
> DO NOT KEEP IT A SECRET. You cannot handle this problem alone. Go immediately to your doctor or to a hospital emergency department and tell the truth. A medical report is necessary for your protection. You need moral support and someone to help you sort out your problems. Professional and understanding counsellors are available. Contact one of the places listed in this leaflet.
>
> TRY TO KEEP OFF PILLS OR ALCOHOL. You need to be able to think clearly.
>
> IF YOU WANT TO LEAVE and you want custody of your children, you must make a plan to do this safely. Seek legal advice. Temporary housing is available.
>
> FREEDOM FROM ASSAULT IS EVERY PERSON'S BASIC RIGHT.

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*In other provinces such as B.C., this situation is called "constructive desertion". Check your own provincial family relations act on this point.

This pamphlet also contains an important message for people who know a battered woman:

> If you know a friend, neighbour or relative who is being assaulted by her husband or boyfriend, give her your moral support. She needs to be believed, to be reassured she is not to blame and does not deserve the attacks. Give her this leaflet and help her find the assistance she needs to live free from assault.

Other pamphlets combine types (b) and (c) and include information on what to do in a crisis. Instructions for a battered woman or someone helping her are listed in the pamphlet produced by Hiatus House[28] in Windsor, Ontario:

- phone police
- attend to medical and personal needs
- obtain names of friends and relatives
- record names of police officers and medical personnel involved
- attempt to preserve any evidence of the physical abuse; take colour pictures of bruises, cuts, etc. in the event of court proceedings.

d) Factsheet

List useful information which answers questions about transition house service.

In 1977 the Women's Emergency Centre at Woodstock, Ontario[29] printed 31 brief facts about the Centre's services and about wife battering. The fact sheet was produced inexpensively on stencil and run off on brightly coloured paper. A few sample statements:

> We fed, housed and supported 247 people.
>
> They arranged themselves into 104 families with 143 children, most of whom were below 10 years old.

In the past year only two families have taken residence with us more than once.

We operate with a base staff of three full time workers plus volunteers.

Virtually all normal house operations such as food preparation, floor scrubbing, window washing, toilet plunging, furnace filter checking, has been done by residents.

In two and one half years we have had no acts of vandalism by residents or ex-residents.

Most of our volunteers are ex-residents.

We have refused no invitations to speak to community groups.

In order of frequency, our referrals come from: word of mouth, family and child services, welfare, police, lawyers, public health nurses.

e) Newsletter

A newsletter is a useful method of keeping up interest on the part of volunteers and other participants during the time spent working towards a transition house, as well as afterwards.

Goods requested by donation can be listed, as well as new services, courses, or activities at transition house or in the community that people, including former residents, should know about.

f) Resource list

Compile on one page an annotated list of resources, programs and services, including hours and telephone numbers, suitable for posting on walls in waiting rooms and offices. Reproduce as a pamphlet or have it printed in the local newspaper. (See Appendix I)

g) Handbook

Organize a handbook outlining steps to take in dealing with problems related to wife battering. Legal Process for Battered Women, written under the auspices of the Task Force on Family Violence at United Way of the Lower Mainland in 1979, is a handbook written for lay people who work with battered women.[30] It also contains an eight page guide for battered women, describing what to do if they are in immediate danger and legal steps to take when the danger is over. These include how to:

- obtain a non-entry order prohibiting your spouse from entering your home
- lay a criminal charge of assault
- obtain a peace bond
- protect your interest in your home
- obtain a lawyer
- obtain financial help and counselling
- reach transition houses in B.C.

The recently published London Battered Women's Legal Handbook [31] was produced with funds from the Ontario Department of Justice. It provides detailed but clear information on what to do immediately, as well as information about the criminal justice system and family law.

2. A Note on Cost

All of the materials described above can be typed on stencil and reproduced on coloured paper or by any other inexpensive duplicating processes. Two folds on an 8½" x 14" piece of paper provide six surfaces for type, which is adequate space for text. A printed pamphlet with two folds on 8½" x 11" paper will provide similar space and leave one section free for mailing information.

If your group has no money for printing, production of a pamphlet is an ideal small project to be undertaken by service clubs or other local groups.

3. Speaking Engagements

People who work with battered women have a practical, direct approach to the problem which makes their participation on panels, in workshops, and in interviews particularly useful. Organizers of information exhanges or staff training sessions on wife battering often request presentations by transition house staff.

If your professional community has not yet concerned itself with this topic, it probably is not sufficiently aware of wife battering as a social problem or transition house as a service agency. A visit to the staff development office of the welfare, police, probation, nursing, and teaching agencies with some of the resource materials just discussed should lead to better communication and, in the end, to more and better referrals to transition house from these agencies. Community service committees of service clubs like the Lions and Rotary may also be contacted or at least sent copies of "handouts" and pamphlets.

It is common for students and faculty from universities and community colleges to contact staff for information about class presentations on wife battering and transition house service.

4. Radio, Television and Use of Audio-Visual Aids

Over the past five years a range of video tapes, films and slide tapes have been produced by women familiar with the problems of battered women and the operation of transition houses.

For audio visual materials (as backup or to spark discussion) contact your local office of the National Film Board, Justice Training Institute; Legal Service Society in your province or the National Clearing House on Family Violence. (Dr. Susan Painter, National Clearing House on Family Violence, 9th Floor - Brooke Claxton Building, Ottawa, Ontario, K1A 1B5)

If you are interested in local content, community cable television generally will video tape and produce programs on community services, including transition house. Radio has proven to be a most effective means of reaching women who need to know about the existence of a transition house in their community. Daytime spot announcements and open line discussion shows can be arranged with local stations. Any newsworthy event like the opening of a new facility, the society's annual meeting or report, or production of new pamphlets can be the occasion for further publicity.

5. Preparing for Public Presentations

Because it has been a taboo subject for so long, continued repeated work is necessary to educate and inform the public on the seriousness and extent of wife battering.

Basing presentations on myths about wife battering has prove a good approach in presenting the topic to the public. Many articles and books on wife battering include sections which dispel mis-information and inaccurate commonly held beliefs. Ideas for answering such questions as "Why does she stay?" can be gleaned from the literature, but should be well within the ability and experience of the presenter to handle.

Staff, volunteers and board members are all potential resource persons for public speaking engagements. A "buddy" system whereby a less experienced person attends meetings and panels with a more practiced presenter works well to expand the pool of people to take on this task.

6. Advertising Transition House - A Catch 22?

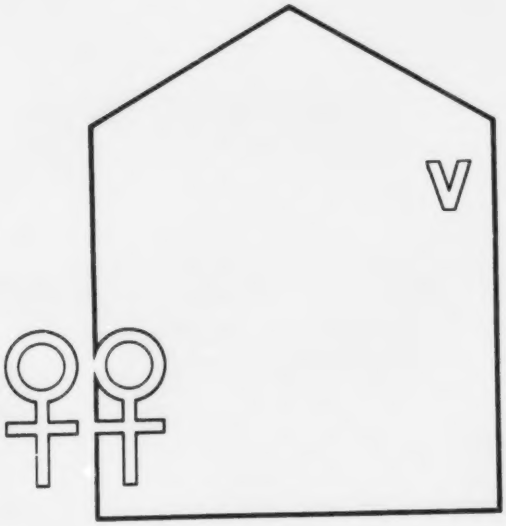
Transition houses tend to be full most of the time. Staff must suggest alternate arrangements for clients and keep a waiting list. Why add to the problem by advertising? Transition house staff and society volunteers point out that:

- it is important to continually remind the community about the availability of the service

- transition houses have discovered it is important to keep records of the demand for service. Such records provide proof of the need for additional transition houses in adjoining towns and municipalities.
- people who cannot be accommodated are not turned away unaided. Other less adequate resources such as short term motel or emergency shelter accommodation can be found, and placement in transition houses in other neighbouring communities may be possible.
- even if a woman cannot be accommodated, she has made contact, knows the telephone number, and has asked and had answered some important questions. She knows how to reach out again for help if necessary.

7. Anonymous Location for Transition House

Some transition houses, particularly those with emergency shelter responsibilities do not attempt to keep their address secret. In this case 24 hour staff is essential. However, most transition houses simply do not publish their location, and encourage contact by telephone first. Some have experienced violent incidents when husbands learn the location of the house. Transitions house workers feel that most women prefer the location to be anonymous. When this is the policy, post office boxes are used for mail.



V

Transition House Administration and Management

V. Transition House Administration and Management

1. The Budget

The budget is generally the responsibility of the house management committee of the board of a sponsoring society or of the board of a transition house society. (See page 45) Funders often have specific requirements as to budget format. The following is a fairly inclusive listing of items which would require an estimate of expenses on a yearly basis which could be organized into the required format:

Property expenses

- rent
- municipal or city taxes (unless exempt)
- heat, light and water
- grounds upkeep

Staff related expenses

- salaries (including relief and holiday staff)
- benefits
- travel (including rates for milage or monthly car allowance)
- public education costs (ie printing)
- staff training
- books and resource materials

Supplies

- food
- linen and laundry
- cleaning supplies
- medical supplies
- dining room and kitchen utensils and equipment

Maintenance, repairs and replacements

- building maintenance and repairs
- equipment purchase and rental
- furniture replacement and rental

Administrative expenses

- audit and accounting fees
- telephone and postage
- printing / copying (i.e. pamphlets, annual reports)
- pager rental and / or answering service
- recruitment
- bank charges
- insurance (including liability insurance)*
- paper, office materials and supplies

Janitorial expenses

Professional fees

- legal consultation
- medical expenses, including tests, x-rays, etc. for out-of-province residents who do not yet qualify for provincial medical insurance

Other client related expenses

- prescriptions (unless met by welfare benefits)
- travel
- long distance telephone calls

---

* Ask a volunteer co-ordinating centre or local insurance agents about special coverage and rates for non-profit societies.

Remember

- If you are starting a new transition house service there will be a range of "first-time" costs such as moving and cartage expenses, hook-up costs for utilities, and charges related to meeting municipal requirements for wiring, etc.
- There will be expenses related to converting a single family dwelling to multi-family use, including carpentry, provision for additional hot water etc.
- When projecting budgets add a percentage each year to cover inflation.
- Plan ahead for expenses related to replacement of appliances and furniture.
- If any of your funding sources require review or evaluation of the service, this should also be entered as a legitimate budget item. Development of a record keeping system to use as a source of evaluative information takes time but is essential. (See pages 62 - 77)
- If you are planning to obtain services or goods by donation, list such donations as a budget appendix (ie toys, children's clothing, help with minor repairs). In this way, funders are informed of additional support obtained in kind.
- In a study conducted in 1979[32] transition house workers were asked what additional funding items would "make all the difference in the world" to their work. The replies:
    - a staff car
    - a child care worker in the house
    - staff for follow-up work with residents
    - staff training and convention allowances
    - travel allowances
    - money for special treats for the children, like birthday gifts, parties, outings
    - money for babysitting
    - a receptionist/secretary

See page 23 for sources of supplementary funds.

2. Boards and Management Committees

a) The collective tradition

The strong connection between the development of transition houses and growth of the women's movement had an important effect on the organization of the first transition houses. Women who worked together to set up the service generally preferred to continue to operate on a non-hierarchical basis. Decisions were made collectively, responsibilities shared equally, and tasks delegated by agreement, according to preference and capability. In order to secure funds, some collectives formed non-profit societies, with board members drawn from the collective ranks and the community. Others operated under Advisory Boards which did not exercise direct control over the collective staff.

Whether or not a collective is established, an open management structure with sharing of information works best for staff who often work shifts alone and who are required to be resourceful in stressful situations. It should be noted that a staff coordinator may in fact be a role definition and not carry supervisory responsibilities or be considered a position of authority.

However, in most transition houses established in recent years, a society is formed and registered under the Society Act and an elected board is set up to make policy decisions and to take responsibility for funding received by the society.

Jennifer Baker Flemming in Stopping Wife Abuse describes pro and cons of the hierarchical work setting, the "pure" collective and the modified collective. The case for the modified collective is a strong one:

> In this model, an attempt is made to encompass the best features of the other two, while at the same time discarding the most offensive (traditional) and most unworkable ("pure" collective).
>
> There may be a director, but usually she involves the rest of the staff in important decision making. At the same time, she or others may make some decisions within agreed-upon principles without consulting everyone. Sometimes there is a "coordinating level" within the staff consisting of two or three people who are responsible for administering the program and who consider themselves accountable to each other. While it is true that there are "lower" staff levels, perhaps consisting of service-delivery positions (advocates, counselors) and support staff (secretaries, bookkeepers), every effort is made to see to it that training and upward mobility are built into all phases of program operation. All work is equally valued, but those with special skills and abilities are encouraged to develop them to their fullest as well as share them with others. Indigenous leadership is recognized and valued. Those with greater responsibility and/or history of work with the program may receive more money but not to the extent that huge gaps exist between salary levels. Although power imbalances do exist, those who favor this model argue that it is healthier to have them out in the open, where they can be dealt with. Frequently, the collective model establishes a screen that camouflages and hides serious power struggles. This camouflage often develops regardless of the level of sincerity and commitment on the part of those within the group.[33]

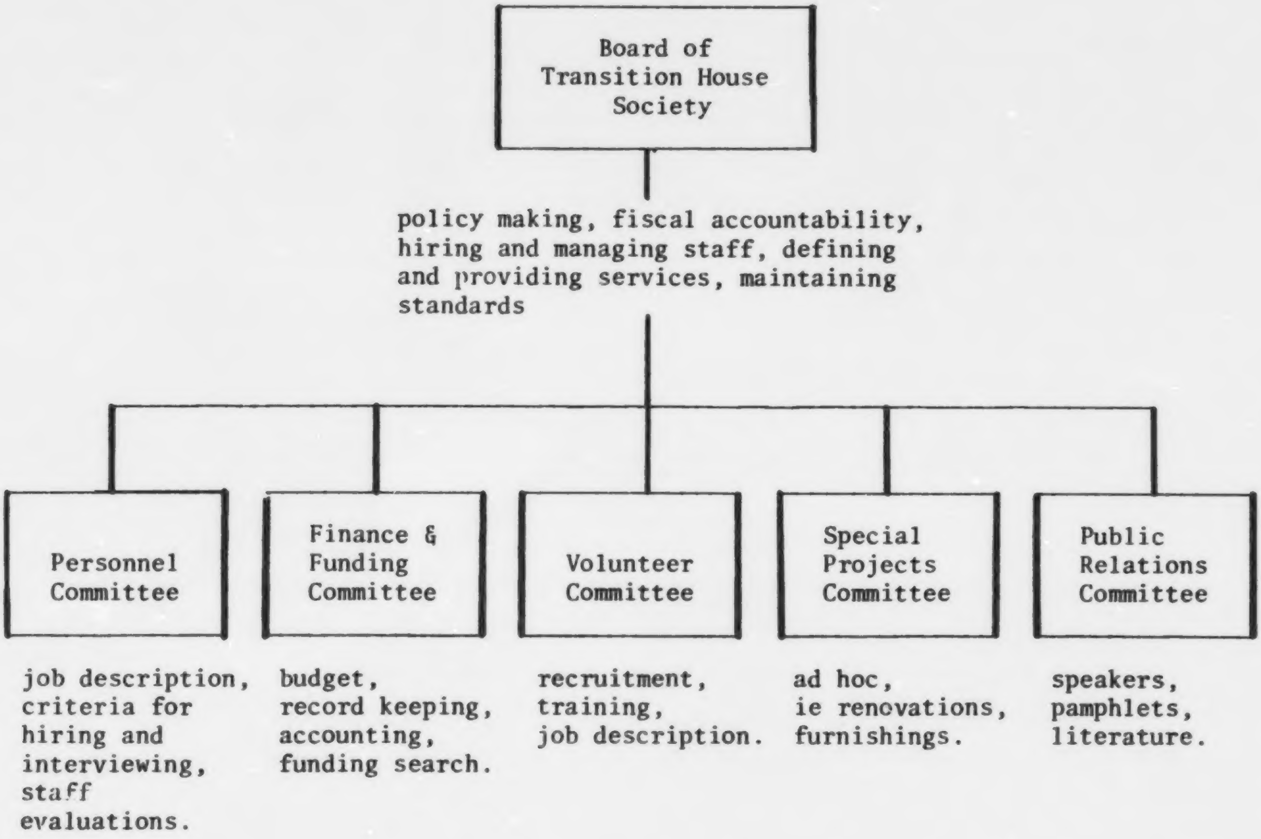
b) Organizational structure of a society

Under the Society Act boards have ultimate responsibility for policy, fiscal accountability, hiring and managing staff, defining and providing the service, and maintaining standards. Societies are required to have a general membership, annual audit report, and an annual general meeting. Fiscal responsibility for financial accountability and effective service lies in the end with the board of the transition house or sponsoring society.

In planning a transition house society thought should be given to establishing tenure of board members (plan for overlap so experienced members are not lost all at one time), general membership fees, board recruitment, composition and orientation.

Men and women who are potential board and management committee members may be recruited on the basis of special skills (accounting, law, media, psychology) or association (alder-person, representatives of service clubs, churches, unions, etc.).

A General Model of Transition House Organization


Board of Transition House Society
policy making, fiscal accountability, hiring and managing staff, defining and providing services, maintaining standards
Personnel Committee
Finance & Funding Committee
Volunteer Committee
Special Projects Committee
Public Relations Committee
job description, criteria for hiring and interviewing, staff evaluations.
budget, record keeping, accounting, funding search.
recruitment, training, job description.
ad hoc, ie renovations, furnishings.
speakers, pamphlets, literature.

If transition house service is organized under the board of a sponsoring society than a house management committee would undertake those functions listed above as board responsibilities. The coordinator or supervisor of the services may serve ex officio on the board or the house management committee.

Remember, once funding is obtained and a house located, major decisions need to be made regarding such matters as administration, personnel and renovations. Each topic can become the mandate of a board committee set up for whatever time is required during the start-up phase. Women's Habitat in Etobicoke, Ontario [34] established a hostel for battered women under the auspices of the following "start-up" committees:

- Renovations - to outline physical changes necessary to the building and either work themselves with the contractor, architect, CMHC, lawyer or employ a group such as Cooperative Housing Federation in Toronto, who have experience dealing with CMHC.
- Furnishings - to draw up a list of basic and optional furnishings, canvas local stores, etc. for donations or discounts and circulate list to community groups for donations.
- Administration - to draw up admission criteria, house policy, forms for intake, departure, etc.
- Personnel - to draw up job descriptions and qualifications for staff, and prepare orientations including philosophy and conceptual framework.

The following outline of transition house organization is adapted from the board manual of The North Shore Crisis Services Society. [35]

i. House Management Committee

Transition houses recently opened in B.C. on the North Shore and in Burnaby have a coordinator and staff who are responsible to a management committee of the board of the sponsoring agency. Management committees, also called house committees, generally include the transition house coordinator as a participating member. The committee draw up and approve the budget and job descriptions, and interview and recommend hiring of new staff. They may also participate in volunteer training and assist in such tasks as fund raising and public education. They are responsible to the board for maintaining the shelter program and services consistent with society policies.

ii. Personnel Committee

A personnel practices and procedures committee of the board operates with continuing responsibility for formulation, review, interpretation and modification of personnel practices and general procedure. Establishing a subcommittee of the board to deal with all matters related to staff employment is particularly practical in transition houses with larger numbers of staff.

A personnel committee would review matters related to:

- employment; applications for employment and appointment of new staff
- job descriptions for all staff
- evaluation of job performance
- termination of employment; resignation, discharge and appeal
- salary and job categories
- hours of work
- annual vacation, statutory holidays and fringe benefits
- leave; sick leave, personal and compassionate, and maternity leave
- staff development and training
- job expenses
- Unemployment Insurance and Canada Pension Plan
- employee relations

iii. Finance and Funding Committee

This committee is generally responsible for:

- annual budget
- monthly billings to funding sources if required
- monthly financial statement to board
- annual audited statement
- soliciting supplementary funds and follow-up to donors
- application for continued funding

iv. Volunteer Committee

The volunteer committee is responsible for:

- policy guidelines for volunteer services
- orientation and training for volunteers
- scheduling of services
- recruitment
- recognition of volunteer effort
- volunteer and staff relations
- evaluation of volunteer program
- periodic reports to the board on the volunteer program

v. Special Projects Committee

This committee may operate on an ad hoc basis depending on need or as a standing committee with a range of chores. It may continue the functions described on page 45 as "start-up" committees.

vi. Public Relations Committee

The role of this committee essentially is to inform the community about the work of Transition House. Improving communication with referring agencies is of prime importance and maintaining ongoing contact with local media is useful. This committee may also undertake orientation of new board members and volunteers.

c) Staff numbers and hours

A major budget item will be staff salaries and benefits. Many transition houses have staff on the premises from 8 a.m. to 9 p.m. Houses in larger cities maintain 24 hour staffing in three shifts, for example: 8:30 to 4:30, 4:30 - 12:30, and one worker on overnight from 12:30 to 8:30. Building in overlap of shifts is a useful practice if possible.

There is an ongoing controversy as to whether 24 hour staffing is required. Some claim that while a combination of circumstances could result in the need for the presence of staff overnight, on most occasions the "on-call" pager system works reasonably well. In these cases, staff on call can be contacted from the house by residents, by the answering services which takes referral and information calls on a 24 hour basis, or by the police.

However, some residents will be uncomfortable staying alone with their children, particularly the first few nights in transition houses. Suicide attempts are a constant possibility and concern. Many transition house staff believe that residents should not be required to provide support and aid to other residents when all concerned are in a state of crisis. Certainly 24 hour staff support represents the ideal situation. In general, flexibility is necessary, and a realistic assessment of residents' ability to cope is required.

Remember

- Estimating staff requirements must include coverage for weekends, holiday, sick time and compensatory days off for overtime.
- Some transition houses have trained volunteers who can assist at peak time or in emergencies. Crisis Centre volunteers can be trained to assist at transition house. They can also provide more traditional services such as driving, helping with court and agency visits, and accommodation searching. (Also see student placements in Local Community Colleges and Universities, page 23)
- Remember that volunteer programs are taxing on staff time and energy. (See Orientation and Training, page 60)
- Other transition houses have a system of relief staff who work part time at regular staff jobs.
- Additional staff and maintenance help can sometimes be obtained on a short term basis from incentive and community work service programs (See Search for Sources of Funding, page 21).

3. Job Descriptions

a) The Transition House Worker

Some transition houses follow a policy of a three month probationary period for new staff prior to permanent appointment. Performance evaluation involving the coordinator and other workers can be usefully practiced at this stage. The role of the transition house worker varies, but generally includes activities such as the following:

Admissions and referrals

- screening and orientation of new residents
- telephone contact with women requiring information, including former residents and men who are batterers.

Counselling and other assistance to residents

- crisis counselling
- one-to-one support work and counselling with residents

- helping residents assess their situation and develop plans; support in carrying out plans
- group work with residents (residents' meetings and informal support sessions)
- providing information, referrals re services, courts, housing, day care, employment, etc.
- follow-up contact, especially by telephone

House management

- menu planning
- grocery and household shopping
- coordination of meal preparation and other tasks
- coordination of grounds and house maintenance

Child care, supervision and parenting support

Administrative tasks

- record keeping
- staff schedules
- financial records, including petty cash

Staff meetings and professional development

Jillian Ridington was interviewed regarding the job of the transition house worker and described it as follows:

> The workers are not traditional social workers; in fact, other kinds of life experiences are preferred in applicants: single motherhood, community work, work in other collectives (the staff is a co-operative). The most important job a worker has at Transition House is listening supportively, to women for whom Transition House is often the first place there have been serious, sympathetic listeners. But there are many other, varied duties. The job of a Transition House worker, like that of a homemaker, defies description. One sample day logged by a worker included: catching

> up on new arrivals, handling rude calls from an irate husband, arranging emergency transportation, taking a child to playschool, cleaning up the kitchen, answering the phone (up to 30 calls a day), contacting other Transition Houses in the province, contacting ex-residents, talking to licensing authorities about kitchen facilities, giving information to callers, shopping and menu planning, talking to a resident's social worker, supporting a mother with a sick, clinging child, supporting another who is having trouble finding work, listening and giving reassurances about batterings, paralegal counselling and referrals for child custody, taking the car to be serviced; the list continues.
>
> Our work can be seen as traditional "women's work", carried out at a para-professional level. Women have always managed large households, supported each other in times of stress, and dealt with crisis ... (We handle) amplified versions of situations which women have always dealt with.
>
> 36

Another good description of the job done by the Vancouver Transition House worker is contained in Battered and Blamed: A report on wife assault from the perspective of the battered woman:

> In general, workers described the day shifts during the week as being the busiest times because of the task-oriented nature of the work. This is the time when residents have to deal with what workers termed the "practical" things which must be accomplished during their stay at transition house - appointments and arrangements with community services and resources, including courts, lawyers, social workers, financial aid workers and doctors...
>
> In addition to assisting the residents in dealing with their outside arrangements, day shifts include a lot of duties associated with the house management and maintenance, including shopping, dinner arrangements, office work, laundry, cleaning, banking, answering the phone, etcetera...
>
> The afternoon shift was described by the staff members as being quieter and more relaxed than the day shift - a time when they are able to talk with and get to know the residents...

> During the afternoon shift there is also an opportunity to help women solidify their plans, to encourage them, help with apartment hunting, to talk with the women who work during the day, and with those who can't live at transition house due to space restrictions.
>
> Several of the workers emphasized the importance of the social interaction which occurs in the evening, and the support which the women give each other at that time. It's a time when, as one worker stated, the "anger, pain and fears come out" and the residents really have an opportunity to talk.
>
> Graveyard shifts entail phone calls (mostly from emergency services), occasional admissions in the middle of the night, tasks such as laundry and clean-up, assisting women with sick children, and spending time with women who are having difficulty sleeping because of all they've been through.
>
> Weekends are somewhat quieter than the rest of the week and as one worker said, "Weekends are a hard time for the women because it's sort of family time." The staff make a particular effort to talk with the residents and try and take them out somewhere.
>
> 37

Remember, "burn out" can mean loss of experienced and capable staff. Board and staff members should be aware of the stress involved in transition house work. "Recognize it, work on it instead of punishing for it" is the advice of transition house staff. Ways to prevent burn out include:

- worker in-put into scheduling
- adequate holidays (one month is considered standard)
- flexibility in job definition; temporary shifts in responsibility can help
- regular staff meetings
- a yearly or semi-annual retreat away from transition house
- staff training sessions on stress reduction and relaxation
- keeping active socially but not socializing after work with residents or former residents

b) The Transition House Coordinator:

The coordinator participates as staff in the same way as other transition house workers (see above listing), but generally also carries out administrative reporting, consultive and supervisory functions. Coordinators are responsible for compiling monthly and annual records and reports to the board of the society. They may also work in conjunction with subcommittees to draw up and revise staff job description, write grant applications, and participate in negotiations regarding funding. They are variously described as executive directors of the society and staff to the board or in some cases, ex officio members of the board. Their other functions include:

Supervision of house operation

- staff scheduling
- ordering of supplies, food, etc.
- accounts, record keeping and other data gathering
- intake
- house and grounds and equipment maintenance

Staff selection, in cooperation with the management committee.

Staff and volunteer orientation and training and placement.

Community and agency liason.

Public education.

The Emily Murphy House of the North Shore Crisis Services Society adds the following to the job description of the coordinator: [38]

- To be an ex officio member of the Board of Directors and its committees and to provide relevant information for them as required.
- To assist and support Board and Committees to perform their role in the Society.

- To participate in planning and in the formation of policies and procedures for the Society.
- To notify the President or the Chairperson of the committee concerned when problems arise, requesting a meeting when required.

c) Coordinator of Volunteers

If the decision is made to select and train volunteers for help with program and house operation, responsibility to coordinate their work may be assigned to one staff person. She may be responsible to the coordinator or directly to the board of the society. Her duties might include:

Recruitment, selection and training.

Supervision, consultation and support.

Compiling volunteer worksheets and manuals.

Liason between volunteers, staff and board.

Devising and keeping records, including scheduling.

Board members are generally termed "volunteers" as well, and their recruitment and orientation might fall to the volunteer coordinator. The coordinator might also undertake the publication of a newsletter to keep volunteer, board and society members informed about the service and the people who make it up.

Finally, a questionnaire can be designed to evaluate volunteer experience and provide useful feedback to the volunteer coordinator or other staff with responsibility for volunteer service.

d) A note about hiring criteria

The most frequently listed criteria for transition house staff is relevant life experience which would indicate ability to understand the needs of battered women and their children. Being a sensitive and capable single parent might for instance outweigh lack of formal education or skills. Experience in social work, public health or related fields is helpful, though a professional orientation is not generally considered essential.

Other important skills and attitudes equally available to the professionally trained or untrained include awareness of the cultural conditioning of men and women, objectivity, a broad background of experience, and knowledge of the service network in the community. Board and staff should be sure that willingness to hire staff without professional background not be used as an excuse for underpaying staff for the work they do.

Related and relevant life experience is an often quoted criterion. It should be noted that the educated "middle class" woman is not excluded; she is not immune to violence in the home during childhood or adult life. The transition house staff should attempt to reflect the diversity - racial, cultural, economic, educational - of backgrounds and ages battered women represent.

The Vancouver Transition House, which became a service of the provincial government in 1977, three years after its formation, has a supervisor who is responsible for the operation of the house and its program development within the Ministry of Human Resources. All staff are members of the B.C. Government Employees Union. Staff also participate in the hiring process, (which is key to preserving the transition house philosophy within the civil service). They have primary responsibility for the development of policy and the training of new staff. Other transition houses operating on a per diem basis are now negotiating for salaries for staff equal to those paid to Vancouver Transition House personnel.

Only one transition house in B.C. has employed a male staff member. However, because of the objective of providing capable role models to women who have been battered, staff and boards generally have supported the practice of hiring women as transition house staff. In the first few days after a beating and following the trauma of leaving her home, a resident needs support and security without pressure to relate to men within the house itself. "Normalization" and development of healthy relationships with men, including staff and professionals, is more likely to happen once a woman is ready to move from transition house back into the community. If a policy is adopted to hire only women staff, it would be advisable to obtain an exemption from the Human Rights Branch or provincial equivalent.

4. Role of Volunteers

The role of volunteers in transition house varies greatly. A general principle expressed in much transition house literature is that people should be paid for work performed. However many women not available for full time employment can offer a variety of talents and skills to the transition house. The experience a volunteer gains may be of value to her if she plans to re-enter the work force at a later stage. Some houses which do use volunteers have found it necessary to make it clear that volunteers will not undertake a counselling role with residents. Other houses, however, have selected and trained volunteers who act as relief staff on occasion. A 1979 study showed that five of nine houses in B.C. used volunteers in some capacity.[39]

The Emily Murphy Transition House staff of North Shore Crisis Services Society in North Vancouver are in the process of developing specialized information and training for volunteers[40] in conjunction with the local Volunteer Action Centre. They make the following points:

- Volunteering in a transition house is not a casual past-time. The staff and residents count on the volunteer's support and responsible attendance. If a volunteer cannot work a shift she is asked to find a substitute from the roster of trained people. If she cannot find a replacement she will be asked to give the house 24 hours notice if she must miss a shift. Each volunteer must make a commitment to work three hours per week. A schedule is posted; on a seven day a week basis, shifts are:

10 a.m. to 1 p.m.
1 p.m. to 4 p.m.
7 p.m. to 10 p.m.

- Volunteers are part of the team working together to enable women in crisis to gain a feeling that others care and are willing to help. The manual gives the following information:

> HOW DO YOU SHOW YOU CARE AND ARE WILLING TO HELP?
>
> 1. You are primarily a listener, and you will be assisted in learning good listening techniques.
>
> 2. You are a role model. Your warmth, sincerity, enthusiasm and responsible approach will have a direct effect.
>
> 3. You remain aware at all times. Know where the women are and what is taking place.
>
> 4. You are an important liaison between the residents and staff. From time to time you will be in the house without staff present. Be prepared to report your observations to any staff member and/or another volunteer.

- Volunteers must have a clear understanding of the reason for the various rules of operation of transition house, including confidentiality of the house address and of all information pertaining to residents.

Former residents can be a valuable pool from which to recruit both volunteers and staff. Most transition houses have a policy that at least one year (in some houses two years) should elapse before they become reinvolved with transition house.

Volunteer responsibilities may include the following:

Childcare

Clerical

- telephones
- resource files
- typing, filing, photocopying

Food purchasing

Food preparation

House maintenance

- cleaning
- organizing and sorting clothes, toys, supplies
- mending

Follow-up support

Staff relief

- answering crisis line
- intake; admissions
- counselling
- recording information
- weekend work

"On call"

- emergency situations
- transportation
- back-up at busy times

Volunteers who commit time and energy to supporting transition house deserve recognition and support. They should be given a clear picture of the work and organization of the service, and sufficient resource materials to work with. They should also be encouraged to contribute to discussions leading to such matters as revision of regulations and house policy. Opportunities for ongoing skill development increases their voluntary commitment and contributes to a strong transition house service.

5. Board Manuals

Orientation to the objectives and services of transition house is necessary for the staff and for board, committee and house volunteers. Experienced members who are versed in the philosophy and the service can provide this orientation. However, a clear statement of philosophy and definition of service articulated, debated and approved by the board with staff participation is essential. It may take some time for these to evolve and they may properly be open to regular revision, but they are basic documents in grant applications as well as touchstones for staff and volunteers.

The board manual cited frequently in this report was developed by the Emily Murphy Transition House of the North Shore Crisis Services Society (see page 45 and reference 35) includes to date:

- Statement of philosophy, purpose, goals and objectives.
- Grounding assumptions about violence and the family.
- Definition of service.
- Job descriptions:
    - staff
    - coordinator
    - volunteer coordinator
    - volunteers
- Responsibilities of the Personnel Practices and Procedures Committee of the board.

6. Orientation and Training

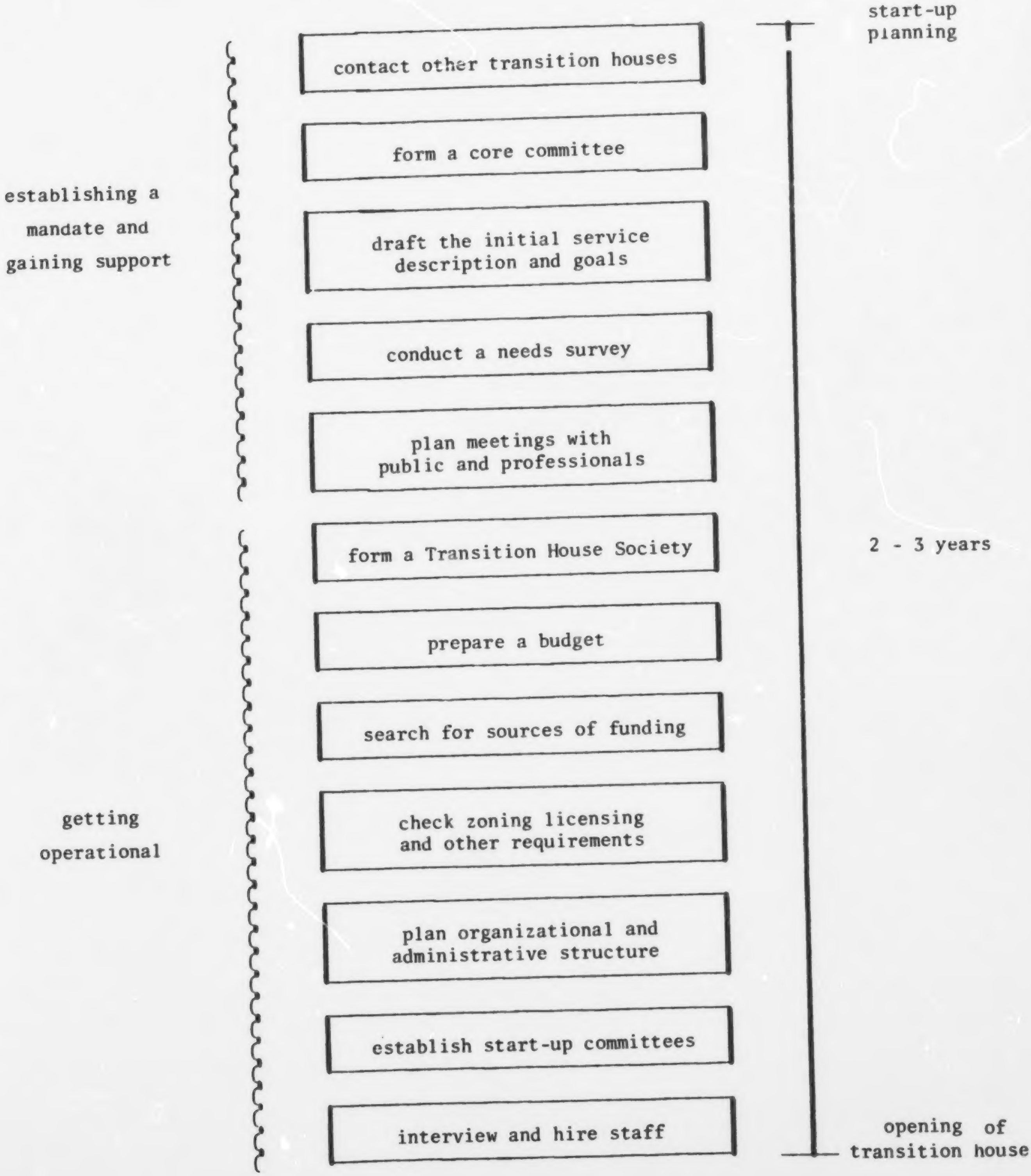
The importance of orientation and training to transition house service is reflected in reference to these tasks in the budget, house management, and job descriptions. The board manual and house records are basic tools for training. However, skill development is not static and response to new demands requires a commitment to regular workshops, conferences, course work and reading.

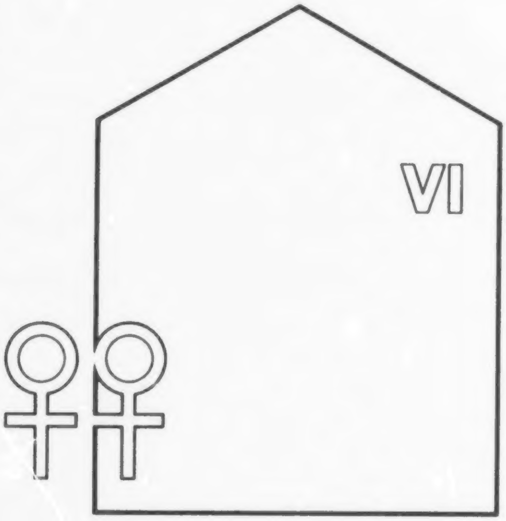
Training and staff development are supported in a range of ways:

- For those staff who are provincial government or agency employees staff development personnel can sponsor workshops, information and seminar sessions.
- Social work,continuing education and community colleges offer courses on such topics as communication skills, crisis counselling, life skills, peer counselling, assertiveness training, or the specifics of the welfare and court systems.
- Provincial or local associations of transition house workers hold annual conferences where problems faced by transition house workers can be examined collectively.
- Transition houses can contract workshops directly from people expert in relevant skills. Transition house budgets should include an item to meet such expenses and to allow travel to workshops and conferences.
- A staff retreat away from transition house can prove invaluable in giving staff quiet time to evaluate their service and develop policies and provide personal support to each other. An outside facilitator can make a retreat particularly productive.

An important topic for staff education is their work with women from ethnic communities. Transition houses serve women from all racial and cultural groups, but because of house location staff may see a predominant number from particular ethnic groups. Language as well as traditional and conservative views of the roles of men and women in the home may present special problems. Women often fear deportation if they leave their homes. They may also require specialized legal and welfare assistance. Recruitment of staff from a range of language and cultural groups is important in providing service to these particularly vulnerable women.

Checklist of steps for establishing a transition house


start-up planning
establishing a mandate and gaining support
contact other transition houses
form a core committee
draft the initial service description and goals
conduct a needs survey
plan meetings with public and professionals
2 - 3 years
getting operational
form a Transition House Society
prepare a budget
search for sources of funding
check zoning licensing and other requirements
plan organizational and administrative structure
establish start-up committees
interview and hire staff
opening of transition house



VI

Record Keeping and Accountability

VI. Record Keeping and Accountability

1. Resident Records

In the early days of transition house, records were kept to a minimum. There seemed to be no reason to collect information not immediately useful, and "statistics" about the women who used transition house were resisted as time-consuming and intrusive.

Jillian Ridington, who has documented the origin and development of Vancouver Transition House, wrote of her first few days as a transition house staff member:

> The next week, I did my first intake. I held a new resident's baby as she filled out a card with essential information; her name, last address, the names and ages of her children, person to be contacted in case of emergency, reason for coming (always, this is the most difficult question to answer), names of people she wanted to be able to contact her here, and names of people she didn't want to know where she was. Another line asked for medical information; allergies and diseases that she or her children might have, or drugs they might be taking ... The card does not ask for age, nor for income or employment information. This is because we don't believe these to be necessary for our work, and feel it would be an invasion of privacy of the resident to demand these. We do ask "reason for coming", because it is necessary to know this in order to help give legal and medical advice when that is necessary, and to determine the degree of danger she may be in.[41]

As pressure to open more transition houses grew, staff of existing houses were continually asked how many women and children they sheltered, and how many had to be turned away. Other questions which were common included: Where did the resident live? How many came from other jurisdictions or municipalities? Were the residents mostly from poor economic circumstances? Mostly young women with children? Were older women in long term marriages also battered?

Participation by transition house staff in workshops and on panels helped dispel some of the myths about battering. However, anecdotal information and educated guesses began to give way to more formal documentation of the circumstances of wife battering. Transition house staff and boards moved to ensure that information was gathered and research was carried out with their involvement and within the terms of their goals of service to women.

During 1980, the Social Planning and Research department at United Way of the Lower Mainland worked with the board and staff of Emily Murphy Transition House to develop an information system for the service. Most of the records discussed and samples shown are from this source.[42]

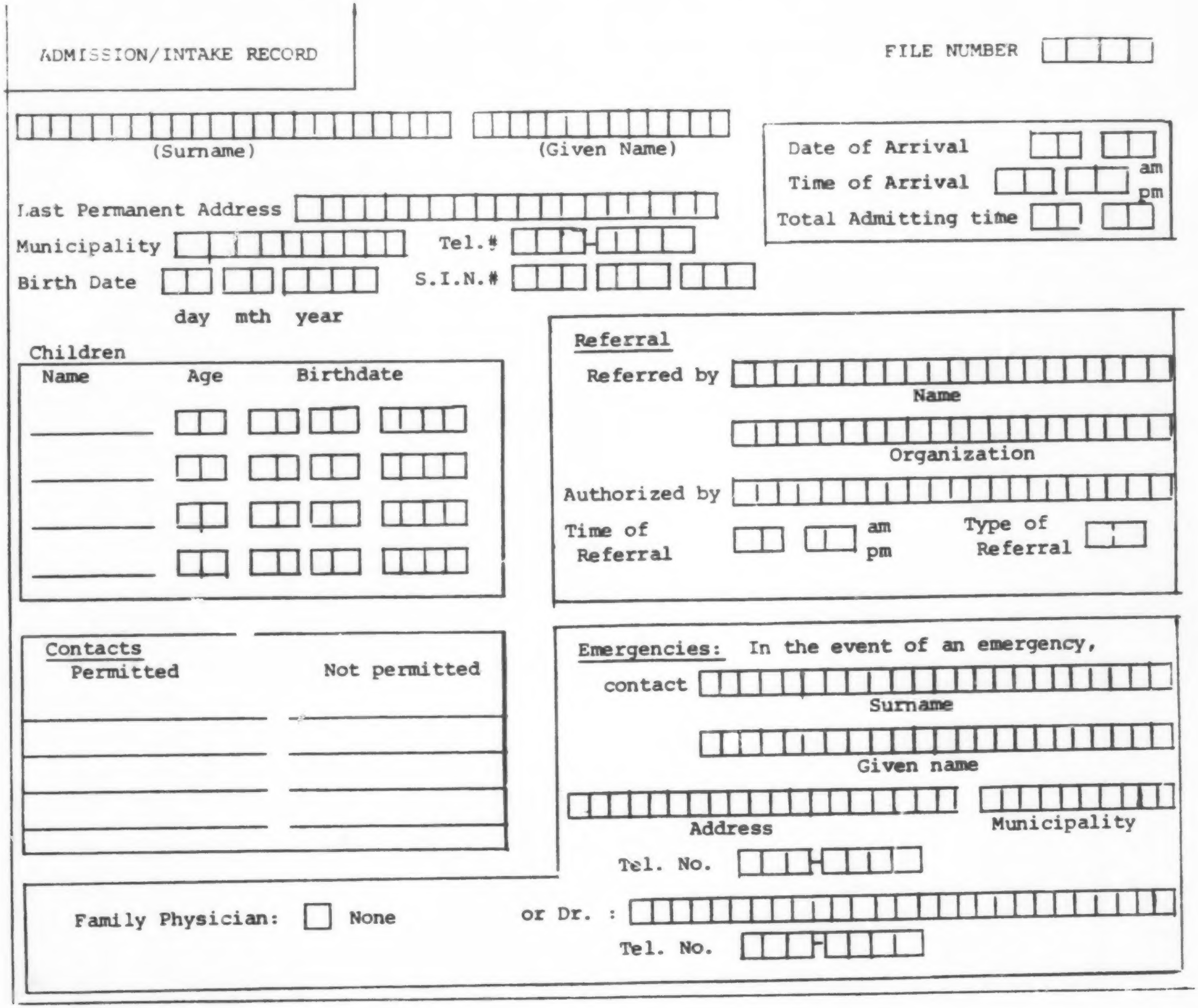
a) Intake Form

The intake form refered to on page 62 by a transition house worker was a quick access, handwritten card. The card has been altered over time, notably by the addition of referral information and a section giving details as to medication and diet.

Referral information is particularly useful for long term planning or when requesting support from agencies which make use of transition house for their clients.

The following sample is part of the information system at Emily Murphy Transition House.

Admission/Intake Card
actual size
side one



ADMISSION/INTAKE RECORD

FILE NUMBER ☐☐☐☐

(Surname) (Given Name)

Date of Arrival ☐☐ ☐☐
Time of Arrival ☐☐ ☐☐ am pm
Total Admitting time ☐☐ ☐☐

Last Permanent Address
Municipality
Tel.#
Birth Date day mth year
S.I.N.#

Children

Name	Age	Birthdate
________	☐☐	☐☐ ☐☐ ☐☐☐☐
________	☐☐	☐☐ ☐☐ ☐☐☐☐
________	☐☐	☐☐ ☐☐ ☐☐☐☐
________	☐☐	☐☐ ☐☐ ☐☐☐☐

Referral
Referred by
Name
Organization
Authorized by
Time of Referral ☐☐ ☐☐ am pm
Type of Referral ☐☐

Contacts

Permitted	Not permitted

Emergencies: In the event of an emergency,
contact
Surname
Given name
Address
Municipality
Tel. No.

Family Physician: ☐ None
or Dr. :
Tel. No.

Admission/Intake Car
actual size
page two

SPECIAL INFORMATION

MEDICATION

Name of Resident	Medication Required	With Resident	With House

SPECIAL DIET

Name of Resident	Type of Diet

MEDICAL/OTHER COMPLICATIONS

Name of Resident	Nature of Complication

OTHER INFORMATION

Specify: ______________________________

b) Discharge Summary

K'san House in Terrace, B.C. uses a card with the following entries to provide a simplified summary of information at the end of a residents stay.[43]

(side one)

DISCHARGE SUMMARY

____
Surname Given Name(s)

Address upon Departure
____
____
____

Outlook upon departure
____
____

Follow up:
____

Date Discharged ____________
Time: ____________ a.m./p.m.
Length of Stay: ____________

Status on departure
____________ Return Home
____________ Rental Accomodation
____________ Friends
____________ Relatives
____________ Other (specify)

(side two)

SUMMARY OF STAY IN K'SAN HOUSE

Statement of Woman's Objectives:
____
____
____

Referrals:

Service	Resident	Agency	Worker	Date
Counselling				
Legal Aid				
Financial Aid				
Medical				
Other (specify)				

c) Daily Log

A diary is kept at transition house to record telephone calls, incidents, arrivals, etc. and to note supplies needed and contacts made. Staff coming on shift can get a quick update from the log; lists and summaries of information can be compiled from it.

Another sort of confidential daily log is often kept, providing space for recording interpersonal relationships, the physical and emotional state of the women and children, and a record of services rendered.

In other transition houses, important notes regarding the above matters are recorded briefly on the intake card or in a closing summary when the resident leaves and the card is filed.

A third log specifically for use by volunteers has proven useful. It may be replaced or supplemented by a bulletin board for volunteer use.

d) Family Profiles

Elaboration of information collected on intake forms has been undertaken by some transition houses in order to find out more about who the battered woman is, what circumstances lead to her arrival at transition house, and some record of change in her condition and status when she is ready to leave. One such profile called the Fact Sheet, is a three page form drawn up by the Women's Research Centre in Vancouver, distributed via The Society of Transition House's of B.C. to be completed by transition houses and returned to the research centre.

Information is of course confidential; any move towards standardization of information collecting has important implications for research and for service planning. Authors of the Fact Sheet caution however that such data particularly of incidence, from this source tells only about women who come to transition house; many battered women do not do so and are not therefore represented.[44]

In general, a family profile is a case record which may include:

i) Socio-demographic characteristics include marital status, employment, education, income, place of work, and length of marriage, details of previous incidents of abuse, and types of assistance involved.

ii) Other background related to violence, including frequency, details of previous incidents of abuse, and types of assistance involved.

iii) Services contacted and used by residents during stay, including social services, medical, legal, mental health, housing, employment, day care, etc.

iv) Follow-up information, including a brief review of her psycho-emotional state, relationships, personal living situation, and continued use of services begun in residence.

e) Access to records

Generally residents have access to their file at transition house. However, daily logs which record communication between staff members about residents are not open. They are considered to be confidential. Some transition houses consider destruction of such records every three months because of the possibility of being subject to subpoena for court hearings in matters related to custody and divorce.

f) Resident's evaluation of transition house service

The North Shore Crisis Services society evaluation form is reprinted on pages 69 and 70.

Comments residents make should be anonymous and confidential. They tend to be an invaluable source of new ideas which can be used to support the development of transition house services.

Actual size
Side one

FEEDBACK SHEET:

RESIDENT'S IMPRESSIONS
OF
THE EMILY MURPHY HOUSE

In order that we may assist our residents in the most helpful way possible, we would appreciate any comments that you would like to give in regard to your stay. Please remember, constructive criticism is important, it helps us to improve.

1. General Impressions

On the whole, do you feel that you received the kinds of support and assistance you had hoped to find?

___ Yes, definitely
___ No, not really
___ Uncertain

Please comment: ______________________________

____

____

2. Your Arrival

Did you feel that you were in a crisis situation when you arrived?

__ Yes __ No __ Uncertain

Were you welcomed in a manner that was helpful? Please Comment: __________

____

3. Staff

Did you feel supported and cared for by the staff? __ Yes __ No __ Uncertain

Please comment: ______________________________

____

____

Did you find one or more staff that you could relate to in a positive way?

__ Yes __ No __ Uncertain

4. Volunteers

Did you have any contact with our volunteers? __ Yes __ No

In what ways were they helpful or not very helpful? Please comment: ________

____

____

5. Children

As you know, we are not here to provide a babysitting service. Nevertheless, did you feel you received sufficient help in coping with your children?

___ Yes
___ No
___ Uncertain

Please Comment: ______________________________

____

Side two

6. House and House Rules

Did you feel comfortable in the House? Please Comment: ____________________

____

____

____

Did you find that you could co-operate with others in this kind of living situation?

- ___ Yes, without any real difficulties
- ___ Yes, with some difficulty
- ___ No, not really
- ___ Uncertain

Please Comment: ____________________

____

____

7. Your Departure

Your reason for leaving: ____________________

____

____

Please complete the following sentence by circling the word that best describes your attitude about leaving:

I am feeling ______?______ about my future.

a)	optimistic	d)	anxious/tense
b)	cautious	e)	depressed
c)	confused	f)	other: (please specify) ____________

8. General Comments:

Any further comments or observations that you feel would help us improve our service would be greatly appreciated.

____

____

____

____

2. Administrative and Financial Records

a) Attendance/Refusals

The recently developed information system for the Emily Murphy Transition House of the North Shore Crisis Services Society includes daily records and monthly summaries of days in residence of each family. It also provides a monthly tally of the numbers of families refused accommodation and the reasons for refusal.

The total number of children in residence for the month, individuals in residence on any particular day and for the month is obtained by adding entries on the record sheet.

The record of refusals is equally important, reflecting gaps in the service network and the need for better community education to foster more informed and appropriate referrals. It adds to documentation to support the increase in transition house service and can be a basis for better liaison with referring agencies.

Reasons for refusal are, for example:

- lack of space
- alcohol dependency
- drug dependency
- uncooperative behaviour
- severe emotional/interpersonal difficulties

b) Monthly Summary of Client Accounts

In the Emily Murphy House system a second journal provides a monthly summary of the charges for all families in residence in a calendar month as well as a total charge per family. On occasion a family will reimburse the society for the cost of its stay. This amount is also entered in this journal.

Because many transition houses are funded on a per diem basis by the provincial government, careful recording is required to support the billing procedure.

c) Other Financial Statements

Statements which may be prepared on a monthly basis:

i) Balance sheet for internal management, including any current assets, liabilities, "equity grants" such as non-refundable start-up or capital grants, and the society's operating surplus.

ii) Yearly statement of income, including revenue, expenses and net loss or gain.

iii) Schedule of private donations.

3. Reports to the Board

The coordinator or collective generally reports regularly to the board, giving information for the current month and the year to date, including:

i) summary of occupancy of the house, including length of stay and status on departure:

Status on Departure	Year to date	Current Month
Returned Home -		
*Spouse/Mate in Residence	___ ___ ___	______ _____
*Spouse/Mate Not in Residence	___ ___ ___	______ _____
Sought Other Emergency Shelter	___ ___ ___	______ _____
Moved to Temporary Residence	___ ___ ___	______ _____
Moved to Permanent Residence	___ ___ ___	______ _____
In residence (last day of month)		______ _____

ii) Family characteristics such as number of children, circumstances leading to arrival, source of referral, residence of applicant, age of adults and children and days in residence.

iii) Summary of reasons for refusal; residence of applicant and source of referral:

		Current Month	
	Year to Date	Held Over	New Arrivals
Source of Referral			
Self Referred	___ ___ ___	___ ___ ___	______ ______
Police Referral	___ ___ ___	___ ___ ___	______ ______
Social Service Referral (MHR)	___ ___ ___	___ ___ ___	______ ______
Social Service Referral (other)	___ ___ ___	___ ___ ___	______ ______
Health Service Referral	___ ___ ___	___ ___ ___	______ ______
Other Transition House Referral	___ ___ ___	___ ___ ___	______ ______
Other	___ ___ ___	___ ___ ___	______ ______
Total	___ ___ ___	___ ___ ___	______ ______

iv) Program costs: (if operating on a program basis)

PROGRAM COSTS	Year to Date	Current Month
Total Expenditures (excluding food)	$ _ _ _ _._ _	$_ _ _ _ _._ _
Cost/Resident (excluding food)	_ _ _ _._ _	_ _ _ _ _._ _
Cost/Day (excluding food)	_ _ _ _._ _	_ _ _ _ _._ _
Total Food Expenditure	_ _ _ _._ _	_ _ _ _ _._ _
Food Costs/Resident	_ _ _ _._ _	_ _ _ _ _._ _
Total Expenditures	_ _ _ _._ _	_ _ _ _ _._ _
Cost/Resident	_ _ _ _._ _	_ _ _ _ _._ _
Cost/Day	_ _ _ _._ _	_ _ _ _ _._ _

v) Program effort, which includes hours of service of co-ordinator, other staff and volunteers.

vi) Summary of requests for shelter via pager and admittance during "on call" hours.

vii) Non-shelter services, i.e. crisis calls referred elsewhere.

4. Other Uses of Transition House Statistics

Once monthly reports, statistics and yearly summaries have been received by the board, they can be utilized in a variety of ways. Some transition houses sent statistical summaries regularly to the local MLA and MP.

Regional managers of the Social Welfare Ministry may find it useful to receive the monthly summary and notes or copies of resident's evaluation sheets. This submission of statistics may be a requirement, but if not, could prove to be a means of keeping funders informed, up-to-date and aware of the degree of use of the service.

Similarly, police and other prime sources of referral generally appreciate feedback and acknowledgement of referral activity. They are more likely to continue making referrals if they receive a response from transition house.

5. Annual General Meeting

Annual general meetings at which reports from the co-ordinator, the board and auditors are presented to society members are required by the Society Act. Other specific procedures may vary by province and according to the by-laws of your constitution but generally include:

- that proper notice be given to the members (i.e. fourteen days written notice giving place, day, and time of the meeting)
- that all general members of the society must be notified
- that any by-law changes must also be distributed in advance as part of the notice of meeting

Some transition houses use the annual meeting as an opportunity to involve and inform other agencies, resource people, the press and the public about their service, objectives, achievements and difficulties or problems.

After the struggle of establishing the service and the achievement of having operated it for a year, it is also a time to celebrate.

6. Annual Report

Generally the annual report must be filed within thirty days of the annual meeting with the Registrar of Companies as set out in the Society Act. Requirements may vary but will probably include the date and place of the annual meeting, the number of society members, the financial statement, and the names and addresses of society directors.

Annual reports may also include:

- history of the house; its goals of service
- names of the advisory committee and the staff
- record of what has happened in the past year, including public presentations and visitors
- selection of the more indicative statistics about the use of the house

Some reports such as the Interval House in Toronto[45] do all the above and also print a detailed summary of research findings gleaned from their records and several selected case histories. Any volunteer program should be given recognition and samples of press or media coverage included. Some groups or societies incorporate other written information which adds to knowledge about transition houses, such as the introductory sheet of information for new residents or a copy of the transition house pamphlet.

The annual report will be of special interest to referring agencies and services such as family court, police and social welfare. A brief note on admittance procedure is useful added information. Copies of the report can be mailed as a courtesy to other community agencies, the media, local and provincial MLA's and of course, submitted with a formal letter to all funders.

7. Notes on Record Keeping

The array of journals, forms, cards and records listed in this section may seem prohibitive to a group beginning a transition house service. However, the requirements of the Society Act and various funding bodies make some record keeping essential. More important, our need to know about the phenomenon of wife battering and the resulting social and personal pain and dislocation is best met from such first hand sources as the women themselves and the staff who work with them during crisis times.

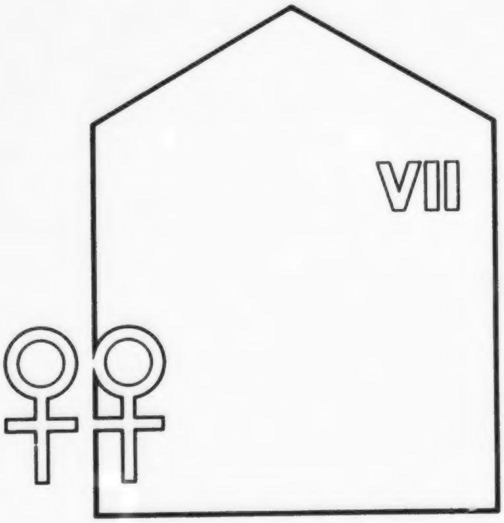
In general, forms and records should:

- be an accurate reflection of the work done. This means that staff should be closely involved in the development of forms, that the forms should be tested and regularly revised, and that they should reflect not only administrative work but also direct service provided.
- facilitate the management of the service, not obstruct it. For example, one argument for keeping a daily record of social functioning of residents is that staff are reminded to consider each family each day in terms of the check list on the form and can view positive change as well as problems and difficulties.
- be confidential and the property of the transition house and the resident involved. For research purposes, copies of stored files can be reviewed with names removed by tearing off the top line of each form.

- provide staff and board with knowledge about the service arranged in useful, meaningful and quickly accessible format.

- provide not only numbers, but a record of effort expended and change, if any, in personal and family circumstances of the resident. Records can operate as a means of monitoring the service.

- provide a basis for analysing needs, such as number of staff and estimates for next year's budget.



VII

Operating a Transition House

VII. Operating a Transition House

1. Services Provided

The primary purpose of a transition house is to provide safety and support to battered women and their children. Besides short-term accommodation, transition houses provide food and any necessary clothing. Within this framework the basic services incorporated in transition house operation are the following:

a) Screening and Intake

The successful operation of transition house depends on serving those for whom the service is designed - women whose main problem is being caught in an abusive relationship. However, because transition houses are generally open 24 hours a day, have facilities for emergency accommodation, and tend to be funded by government, they are often asked to accept people with other problems. These problems range from having lost home and belongings in a fire to awaiting admission or having recently been discharged from a mental hospital or prison (See pages 7 - 9 for discussion of emergency shelters and priority admissions). Depending on the policy of the individual transition house, such requests are usually rerouted and assistance given the referring agency or client to develop alternate plans.

With women and children already in the facility, transition house staff generally find it too disruptive, unsafe, or an inappropriate use of their time to accept women who have alcohol, drug, psychiatric, or serious health problems.

Women who are intoxicated, undergoing alcohol or drug withdrawal or considered to be violent are not accepted at transition house. (Local hospitals usually are able to handle detoxification). Depending on the age of majority and the welfare service policy regarding children in need of protection, transition houses do not generally accept girls under the age of 17, unless they are children accompanying their mothers. This policy may vary if they are teenage mothers or teenage women being abused by their boyfriend.

Initial intake information is obtained from the referring service (ie welfare, police) directly from the woman involved, by telephone or in person. On admission the intake form is completed. (See page 63). If a woman requires medical treatment help will be arranged. If the admission is at night, house rules and discussion of her problem will generally wait till morning.

b) Crisis Counselling

Some women who come to transition house have been awaiting a vacancy as the first step in moving purposefully away from an abusive relationship. Most, however, are hurt, physically and emotionally exhausted, and confused. They may need help sorting priorities from details which can be dealt with later.

On arriving at the house, they need a reassuring and friendly response combined with practical assistance. They may need to go to a hospital emergency room for medical aid and photographs to use as evidence. They may need advice regarding prompt legal action related to use of the family home and furnishings or interim custody of children.

Throughout their stay they need someone to listen uncritically. Growing awareness that transition house staff have dealt with many women with the same sorts of problems helps them overcome their feelings of guilt, self-doubt and blame.

c) Lay Counselling and Support

Transition house staff are not generally trained social workers, nor is their job defined as social work or therapy. It is this very fact which can make their role and function particularly meaningful to women residents. Jillian Ridington describes the transition house worker as "role model" in the following way:

> Because staff appears as knowledgeable and competent, and because residents soon learn that the information they are given is indeed helpful and correct, trust and respect of other women are encouraged. Seeing staff deal effectively with normally intimidating people - lawyers, family court "probation officers", welfare officials and financial aid workers, landlords, in situations where staff accompany residents, makes residents realize that women do have the capacity to cope with such situations - and (hopefully) to learn to cope with them themselves. Unless women see other women as authorities, they cannot feel authoritative themselves. Unless they can see women as valuable and effective persons whose opinions are valid, they cannot see themselves as valuable and effective people. Without these feelings, they will not feel capable of ascertaining their rights, nor of demanding them.
>
> 46

Relationships with other residents are another important learning opportunity for women:

> One of the first and most valuable things that happens when a woman arrives at transition house is that she suddenly realizes she is not alone in her experience. The discussions and observations, the shared discovery of common experiences, the growing awareness of one's self-worth, the belief that no woman deserves to be beaten and abused (leads to growing) confidence in woman's own ability ..."
>
> 47

Transition house philosophy is based on the belief that women can help other women. The step taken by a battered woman towards nurturing, sympathizing with, and actively helping other women is an important one in her own healing process.

The desired outcome of peer counselling and support involving both residents and staff is an increasing degree of self-reliance:

> Always, the help that is given by staff must be understood as only a prelude to actions that the woman must herself perform ... Women who do not act to help themselves are reminded of the one month time limit, at first gently and subtly, then more pointedly. The fact that other women are constantly moving out and being replaced by new arrivals, with needs more desperate than those of women who have been there for some time, is in itself a reminder that this is indeed a transition house, and that another life is beginning and must be planned for.
>
> 48

d) Traditional Counselling

While most transition houses opt for lay and peer counselling at group support meetings, some individual one-to-one counselling is carried out, whether on a para-professional or professional basis.

Counsellors operating effectively in either mode agree that the battered woman is not "sick" and that fostering independence and a positive self-image are important treatment goals. Jennifer Baker Fleming in Stopping Wife Abuse summarizes the issue as follows:

> Shelter clients are in need of many kinds of counselling services, but no matter what kind, all should be provided in a supportive, non-judgemental framework geared to fostering independence and optimizing each woman's strength and abilities. In a traditionally run center, trained therapists may provide counselling to women, couples, and children. Nontraditional groups, on the other hand, seek to get away from the expertise model and focus instead on peer counselling, believing that women need to work with each other on an equal basis, sharing skills, strength, knowledge, and experience. According to Del Martin, experience shows the importance of women supporting women as women, rather than as professionals "helping" clients find solutions to their problems.
>
> 49

Residents may request advice and information on treatment resources in the community. Over time transition houses can build up a list of recommended psychiatrists, psychologists and social workers given good references by women who have worked with them.

e) Information, Advice and Practical Help

Transition house staff develop, in the course of their work, a lay person's knowledge of legal and welfare policy related to battered women. They know when offices are open and how to get help after office hours. They know where the court, police station and welfare office are, how to get an appointment, where to park, or how to get there by bus. They have practical experience with eligibility and residential requirements. Knowing what rights women have and getting to know police, social workers and doctors personally in the course of their work, staff can become effective advocates for women who generally have little understanding of complex social service and legal networks.

Women attempting to change their life situation must become familiar with a range of services and professional helpers. Some of these are listed below:

police

crisis centre staff

family court counsellor

Justices of the Peace

family service workers

therapists and counsellors

family support workers

social workers

neighbourhood houses

women's support groups

mental and public health services

employment and retraining programs

day care services

rental agencies

It is an important part of the transition house worker's role to keep in touch with these people and services. They are an initial source of referral of battered women to transition house as well as a source of community based support and guidance for women on leaving transition house.

f) Preparation for Leaving/Follow-up

The transition house services so far described are oriented towards encouraging a resident to be able to leave transition house at the end of a month's stay or earlier.

> All the while we encourage women to be independent and self-reliant. Self-pity is rarely seen because it is so counter-productive and everyone is moving on at transition house.
>
> 50

All transition house workers have had telephone calls from former residents to ask for more information or simply to say "thank-you". It must be recognized however, that transition house staff are generally not able to do as much follow-up work as they would like with residents.

Women who return to their husbands need continuing contact and support. Men in such marriages need help to work towards ending violent behaviour. Women who start a new life on their own face disapproval, loneliness and poverty. Children need special help in adjusting to life with one parent, working out their experience of the violence and establishing a relationship with an absent father. Some transition houses have been able to provide support groups for women to join so they can keep in touch with friends who can help, and consolidate gains made personally and socially while at transition house. Mostly, however, staff are continually involved in meeting new crises.

How much follow-up contact can be incorporated into transition house service is an important topic for discussion by staff and board members in defining their roles and in working towards filling service gaps.

2. Space Requirements

The work carried out in transition house makes the following space requirements essential:

- office space for telephones, typewriters, etc.
- private quiet space for conversations between adults and for staff interviews
- living room
- large dining area
- large kitchen with ample storage
- laundry
- storage space
- private bedrooms with flexible arrangements for cots, cribs, etc.
- safe outdoors play space
- indoor play area for children

3. House Rules - "Settling into Transition House"

Transition houses operate in general like self-help cooperatives. When women arrive, they receive an information sheet about transition house, its services, and hours when staff members are available. The sheet includes some important rules about food preparation, cleaning, responsibility for children and security. At regular weekly meetings, usually Sunday night, a general group discussion is held and housekeeping details such as menu planning and chore assignments are settled. Most rules relate to cooperative living in a house with several families and children of all ages. These rules are summarized in a long-standing basic requirement: no liquor, no drugs, no violence. Municipal and fire regulations also have some impact on the behaviour of residents; for example, smoking is not allowed in bedrooms, nor is sleeping on couches.

Security is a concern of those transition houses which do not advertise their address. Children do not answer the telephone or doors, and all callers are checked before admission. Male visitors to residents at the house are not encouraged and husbands meet wives at some other, preferably public, location.

A copy of the information sheet for new residents is reproduced on pages 86 and 87.(actual size). It was adapted from the Vancouver Transition House information sheet by Emily Murphy Transition House.

SETTLING INTO THE EMILY MURPHY HOUSE

STAFF

The Emily Murphy House is staffed from 8:00 a.m. to 11:00 p.m., Monday through Friday, with one staff member on call from 11:00 p.m. to 8:00 a.m. and week-ends. They are available to help you with your problems, to give you information, and to put you in touch with other resources you may need. They are not here to supervise your activities. Because the staff is often doing many things during the day, it is important for you to let us know what your needs are. If you have any questions - please ask.

KITCHEN, FOOD & CLEANING

We have a fully stocked kitchen that is open all the time. Food is provided, but you are responsible for making breakfast and lunch for yourself and your children. Please try to use leftovers for lunches. In order to avoid wasting food and fruit, we ask you to get it for your children rather than letting them help themselves. Children and NOT allowed to go into the fridge. Baby food is not provided, but we do have a blender.

There is a dishwasher in the kitchen which sterilizes all our eating utensils and plates. It really helps to cut down on colds and flu, so please use it.

We eat our evening meal together, and the residents take turns cooking.

There is a residents' meeting every Monday at 9:00 p.m., and you are required to attend. At this meeting, we decide on the week's dinner menu, and each resident is assigned a day to cook. (If you feel uneasy about this, staff, volunteers, or other residents can help you).

The cleaning of the house is also shared among the residents and at the meeting, specific chores are assigned. However, you are responsible for cleaning your own bedroom. The meeting also provides a time when we can all be together and work out any problems that may be happening.

There is a free washer and dryer in the laundry room in the basement. If you have a child in diapers or pampers, we will supply you with a diaper pail. All sheets and towels are provided, and can be found in the linen closet.

RULES

We don't have many, but we ask you to respect those that we do have:

no liquor

no drugs

no violence

While you are at Emily Murphy House, we ask you to give us all your prescription and non-prescription drugs (i.e. cough syrup) to keep under lock and key, as we have had problems with children getting into them in the past. Please make sure that no detergents, bleach, or cleansers are left under the bathroom or kitchen sinks. We also ask you to keep your make-up, towels, etc. in your room rather than leaving them in the bathroom.

...cont'd

We don't recommend that you keep large amounts of money with you. We will keep up to $50.00 locked up in our cash drawer for you. If you have a larger amount, we will deposit it in a special account, and write you cheques as you need it.

The Fire Marshall insists that people sleep in beds and for that reason, we cannot allow anyone to sleep on the couch.

Please check through the look-out window in the door before opening it, as we sometimes have unwanted callers. Children should not anser the doors or the telephone. Female friends are welcome to visit you at the House, but we ask that they leave before 1:00 a.m.

Please DO NOT give the address of the House to ANYONE who is not coming to visit you. The reason for this rule is fairly simple. We work very hard to ensure that the address is not public knowledge for the protection of all the residents. Also, we have had problems in the past when women have chose to return home to their husbands and for whatever reason, find that they want to return. When the address is known, the privacy and safety of many is threatened.

BEDTIMES

We feel that both residents and staff need time to relax and talk among themselves without the presence of children. For this reason, we have set the following bedtimes:

7 years and under	8:30 p.m.
8 to 10 years	9:00 p.m.
11 to 13 years	9:30 p.m.
14 and over	later, if they respect the quiet that allows the younger ones to sleep.

Friday and Saturday bedtimes can be later than those mentioned above, However, this must be negotiated with the whole House (staff & residents), since an exception for one child often can create problems for the others. Please discuss this with the rest of the House BEFORE promising your child/children that an exception can be made.

LEAVING THE HOUSE

We ask you to let us know if you are leaving the house. We prefer that you make baby-sitting arrangements with othe residents when possible, but if you have business appointments we can look after your children. There is an IN/Out Book and we ask that you sign out as you leave.

There is an 11:00 p.m. curfew, but curfew may be 1:00 a.m. if a volunteer is on duty or if you arrange for another resident to let you in. Please phone by 11:00 p.m. if you are not returning the spend the night. If we have not heard from you within forty-eight (48) hours, we will assume that you no longer need your space here, and will make it available to others who do.

TELEPHONE

Our business number is 987-6913, but there is another phone for your use. The number is   and you can give it to your friends. If you wish to make a long distance call, please inform the staff. We can OK certain calls, so that you are not financiall responsible for them.

** The closet in the basement has a supply of secondhand clothing and shoes for adults and children that people have donated. Please feel free to help yourselves to what you need.

4. Transition House Policy Questions

Staff and board members of each transition house have certain common questions of policy to decide, including the following:

a) Residents who return to transition house. Some transition houses let women know they may return only once after their first stay. Most, however, believe it is important that women know they can return if the need arises, provided there is space for them. Once she has made contact with a transition house a woman knows she has alternatives and has been encouraged to make positive moves to end the abuse, whether she stays in her marriage or lives separately.

b) Extensions of stay. Generally, women are reminded gently at first, then more pointedly, that their stay cannot extend beyond a given time, usually one month. Staff have the option of relaxing this rule, especially in cases where realistic plans have been made which need a few more days to take effect.

c) Security. Most transition houses do not publish their address. Visits with husbands or other male relatives are held in some other location. Police should respond quickly to any call for help from a transition house if they understand what the service involves. Many transition houses operate for years without threats or incidents of violence, but staff should be aware of emergency steps to take, if required.

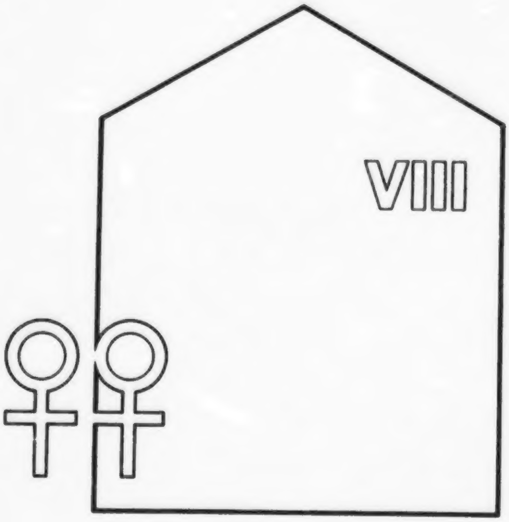
If the address is not to be published, the transition house should have a box number to receive mail.

d) Male Staff (See page 56)

e) Nights out. A definite limit to number of nights out is set out in advance by some transition houses. Relates to point (f)

f) Evening child care. Staff must be sure that other residents are not imposed upon by someone who is out often or not available for supervision and bedtime of her own children.

g) Disclaimer of liability. Some transition houses have drawn up a form which attempts to protect transition house from civil suit in the event of personal loss or injury to a resident and damage to any property. Legal value of such a disclaimer is doubtful though a board legal advisor may wish to examine the idea.



VIII

Transition House Resource and Referral Network

VIII Transition House: Resource and Referral Network

Transition house operates in the context of a range of other services which make up a resource and referral network for transition house and the women who are resident there. As part of that network, transition house is a valuable support to police, legal, social work, hospital and family court services.

1. Adapting Traditional Services

While some of the components of this network are innovative or experimental, most are not. Police, hospitals, courts and "the Welfare" have always seen battered women. However, only recently have the special problems of these women been made explicit and the deficiencies of the core services in their cases been identified. For example, hospitals treated broken bones, bruises and cuts but generally did not define the patient as a battered women even if they knew assault to be the cause of the injury. Domestic crisis calls were low on the police response priority list. If a woman did lay assault charges, the case was heard in family court and quite likely treated as a private matter rather than a criminal offense.

The increase in the number of transition houses in Canada and their entry into the social and legal service system has had an effect on the traditional services already in place. Police feel less hostile and helpless when they can tell a woman about transition house or can take her there in the middle of the night. Policy specific to the situation of the battered woman is gradually being developed by welfare agencies and hospitals. However, tuning the traditional services to the needs of battered women is in some ways an even more difficult task than developing new services specifically for them. Maintaining good relations with core services is vital if women are to be supported and aided in a manner to which they are entitled. Transition house workers have a key role to play in this process.

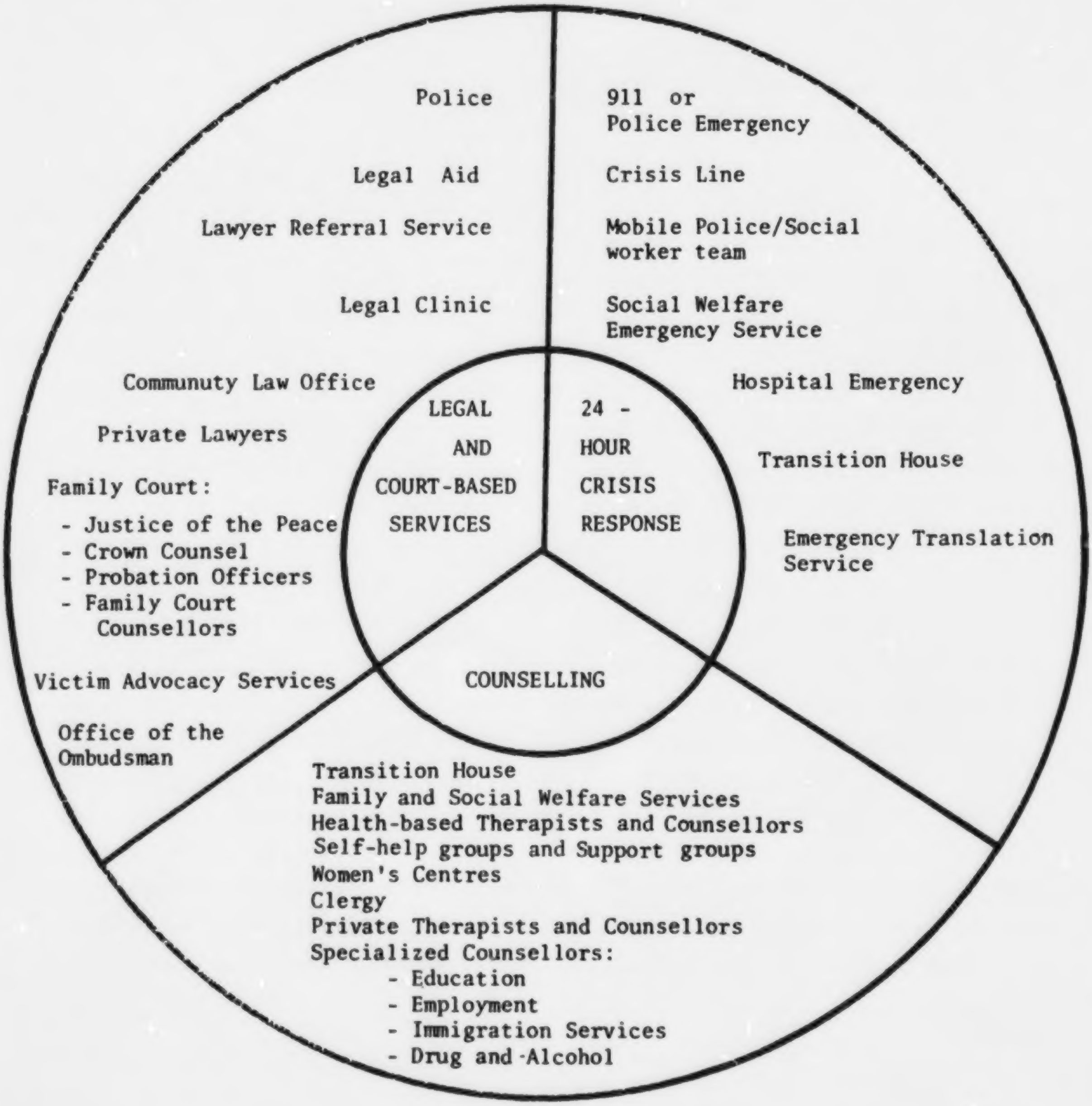
As professionals become aware of how little their training prepared them to help battered women, they turn to transition house staff as resource persons. (See page 36) The most constructive criticism of current programs and policies and of gaps in services can come from transition house staff and the perspective of battered women.

2. Rural and Small Town Settings - The Right to Service

Clearly, not all communities, particularly rural ones, will have on tap the array of resources displayed on the resource network chart reproduced on page 91. However, such services, or similar ones, are now available in major cities. Most Canadians do have access to police, welfare, court and hospital services. Others such as Immigrant Services, Legal Aid, and Manpower, are increasingly available on a regional basis in less populated areas.

Volunteers who work to establish agencies in rural and isolated settings must emphasize right of access to essential services for people wherever they live. Experience has shown that towns of 12,000 - 15,000 in population can support a crisis line and a transition house, particularly given the surrounding rural catchment area. (See page 8) Those in northern and inaccessible areas have even greater need of support. Part of the dynamics of the assaultive situation is a woman's sense of being alone, unique and isolated. For those women on ranches, farms and camps in our country, this sense of isolation is physically as well as psychologically real and their need for contact even greater.

TRANSITION HOUSE IN THE RESOURCE AND REFERRAL NETWORK


LEGAL AND COURT-BASED SERVICES
24 - HOUR CRISIS RESPONSE
COUNSELLING
Police
Legal Aid
Lawyer Referral Service
Legal Clinic
Communuty Law Office
Private Lawyers
Family Court:
- Justice of the Peace
- Crown Counsel
- Probation Officers
- Family Court Counsellors
Victim Advocacy Services
Office of the Ombudsman
911 or Police Emergency
Crisis Line
Mobile Police/Social worker team
Social Welfare Emergency Service
Hospital Emergency
Transition House
Emergency Translation Service
Transition House
Family and Social Welfare Services
Health-based Therapists and Counsellors
Self-help groups and Support groups
Women's Centres
Clergy
Private Therapists and Counsellors
Specialized Counsellors:
- Education
- Employment
- Immigration Services
- Drug and Alcohol

3. The Service Network

The following is a brief annotated listing of the agencies which generally make up the transition house service network. Some have been described in more detail because they are less common, and because they have particular relevance for assaulted women. The services are diagrammatically represented in the chart on page 91.

a) Twenty-Four hour crisis response

911 or Police Emergency

911 is an internationally recognized distress number for police, fire and ambulance. If your city or community has not yet coordinated its services under one emergency number, locate the police telephone number for publication in literature and pamphlets. An assaulted woman has the right to the prompt attention and aid of the police. If she calls transition house or some other service before the police, the first question must be "Is she safe?" Does she know how to call the police; that is, know the number and know how to describe her problem clearly and accurately? Police intake must often decide the priority of calls to be answered. Priority rating for emergency response immediately escalates if drinking, children, injury or weapons are mentioned in the initial call for help.

Crisis Line

Police and crisis line are the most used sources of "official" help in violent domestic emergencies. Open 24 hours and staffed by trained and experienced personnel, the crisis line is an essential sister service to transition house. Since the drug-related crises of the 1960's, their reputation and range of skills in telephone contact has grown. Some crisis lines have a "flying squad" which takes practical help directly to people in need.

Crisis lines are generally operated in large measure by volunteers. A new transition house should open lines of contact, update written information on a regular basis and provide periodic training sessions to crisis line staff on the dynamics of wife battering and transition house service.

Those transition houses which do not have 24-hour service usually rely on crisis line and police to carry out initial intake and make contact when needed with "on call" transition house workers after hours or on weekends.

Mobile Police/Social Worker Teams

Traditionally, police have felt that family fights were messy, unpredictable and not essentially police work.[51] During the 1970's, police administration began to realize that a large proportion of police work legitimately deals with just such interventions. It became clear that police had a role as prime intervenors and sources of information and referral for the parties involved, particularly the victims.[52]

However, the degree to which domestic assaults were to be treated like assaults between unrelated people was still unclear. In New York City, a class action suit against the police for neglect of duty in cases of wife assault has led to establishment of a police policy on arrest in domestic assault cases.[53] In Canada, proposed changes to the Criminal Code are designed to "enable the police having reasonable and probable grounds, to arrest a person who assaults another person without the present requirement of finding that person actually committing the offense."[54]

Increase in police activity in domestic disputes had the effect of spotlighting the "9 - 5" aspect of social work services. Credibility in the eyes of the police officer often depended on the willingness of the social worker, probation officer or family court-worker to be available at peak demand times and to go to the location of the crisis, rather than waiting for daylight and office hours. The distinction between police and social work tended to become clearer when the two professionals work in tandem giving them the opportunity to develop a growing respect for each other's skills and responsibilities.

Mobile police/social worker teams began operation in the early 1970's in London [55] and in Waterloo, Ontario [56], and in Vancouver, B.C.. Car 86, the Vancouver crisis response unit, operates with a police officer and social worker on call for domestic crises. An emergency services office of the provincial Ministry of Human Resourses is open 24 hours and is the base of operation for the service. Women and their children are generally in contact with the emergency service officer before going to Vancouver Transition House which is now a component of the provincial Ministry of Human Resources.

Social Welfare Emergency Services

Many transition houses receive core funding from the provincial welfare ministry, for the purpose of helping those who are without financial resources. However, eligibility should not be defined in financial terms only:

i) Not all the women who come to transition house need income assistance. Of those who do, many will require help on a temporary transitional basis only pending the division of family assets, the establishment of maintenance payments or the woman becoming employed.

ii) Some transition houses are required to admit as residents only women who are eligible for income assistance according to a welfare means test. This practice makes it impossible for transition house to serve women in crisis on an equal basis whatever economic background they may have.

iii) The practice also denies working women the other services which transition house provides and which they cannot find elsewhere.

iv) Many other women, officially ineligible for welfare or related services because of their husband's incomes, themselves have no access to money or other resources.

It is important that welfare offices (especially 24-hour services) have up-to-date knowledge about transition house, its rules and eligibility requirements. Transition house is an important resource for welfare clients and a major preventive service for a range of other social problems including child abuse and neglect.

Hospital Emergency

If the first question asked of a battered woman is "Are you safe?" the second is, "Do you need medical help?" Open on a 24-hour basis and generally of low cost to provincial residents, hospital emergency services sees many more battered women than their own records identify. Brochures written for women advise, "Tell the truth to doctors and emergency room staff". Medical evidence is particularly useful in assault cases which proceed to court. Hospital records over a period of time are also documents which constitute evidence of abuse in court cases, including divorce.

Hospital emergency and doctors' waiting rooms are an important place for transition house literature. Staff should have the opportunity to understand the dynamics of the battering situation and training in effective intervention and referral.

Transition House

As already described (see page 10), transition houses in other towns and cities form part of the service network for transition house residents. Many houses advertise their telephone number widely and have staff on hand to take calls on a 24-hour basis. While some of these calls are from women requesting admission, others require information, reassurance and support. The specialized knowledge and experience of the transition house worker makes her particularly effective at the time of crisis and greatest need.

Emergency Translation Service

Immigrants and non-English speaking women are particularly vulnerable when caught in a violent relationship.(See page 60) Tentative skills in a new language are easily forgotten in the midst of personal crisis when it is critically important to find someone who understands.

In Vancouver, the 911 emergency line will put callers in touch with an array of skilled interpreters on a 24-hour basis. Operated by MOSAIC, (Centre for non-English Speaking Immigrants and Citizens), the 911 Emergency Translation Service uses 96 volunteers to provide service in 23 languages for people who cannot communicate in English to reach fire, ambulance and police.[57] A staff worker from MOSAIC will follow up the case if the interpreter judges there is a need for continued contact. The emergency service is funded by the City of Vancouver. MOSAIC also provides a free language bank for escort interpretation, orientation to aspects of community living, counselling for family and other personal crises, and a written translation service.

In many parts of Canada, the Immigrant Services Centre provides similar programs. In large communities, ethnic groups and culturally- based societies have established programs for their own language groups. All such agencies should have supplies of transition house pamphlets and be encouraged to attend multi-professional training sessions on wife battering and related problems.

b) Counselling

Transition House

Counselling services provided by Transition House staff have been described elsewhere (see page 49 to 59 and pages 78 to 83). It should be noted that some funding sources have been unwilling to acknowledge counselling as part of the transition house worker's role. Social welfare agencies particularly tend to insist that counselling remain the preprogative of trained social workers and psychologists in traditional settings.

Such an approach does not recognize the crisis situation and its import for women nor the self-help aspects of transition house service. Crisis counselling is increasingly being recognized as a distinct skill, best carried out in an environment featuring safety, support and practical aid.

Family Services and Other Counselling Agencies

Traditionally oriented Family Service agencies in Canada have been nearly a decade behind the women's movement and transition house in response to the needs of battered women. However, by the late 1970's agencies were beginning to realize that a high proportion of women clients who came to them for a range of reasons were also battered women. The Family Service Association in Scarborough, Ontario estimated that 20% of women clients had been assaulted at home.[58] Their first groups for such women were organized in 1979 on a pilot project basis. Objectives of the project were to work towards developing a counselling model, sensitize other agencies to the problem, provide general advocacy services and undertake research to develop a profile of clients.

Family service agencies are becoming increasing aware that:

i) They must give particular attention to intake procedure and to problem identification in order not to miss the real problem of women clients.

ii) Their services are provided under different conditions than transition house service. Clients of the family service agency may still be living in a violent marriage. They are not in a sheltered situation but are coping with all the financial, social and emotional demands of their life.

iii) It is fundamental that a battered woman be seen as a victim of a crime. Her safety and freedom from assault is the prime consideration. This concern must override traditional goals of keeping the marriage intact.

iv) They have a responsibility to develop long term therapy and support which will involve the adaptation of general group and counselling procedures to the problem context of wife battering.

Family service and counselling agencies also sponsor programs related to reinforcing women's self esteem such as career development, political awareness, personal growth and physical well-being including assertiveness, self-defense, and bioenergetics.

Services for men who batter have been totally lacking until very recently. Family Services of Greater Vancouver is in its second year of offering a group for violent men. Using as a base the work begun by the United Way Task Force on Family Violence they have provided ongoing groups for men who want to alter violent behaviour.[59] [60]

Social Welfare Workers, Health Based Therapists and Counsellors, Women's Centres, Clergy, and Specialized Counsellors in Education; Employment; Immigration Services; Drug and Alcohol

All of the above have contact with women via work and services not directly related to transition house or the problem of wife battering. However, among their clients will be a number, sometimes a high number of women who suffer abuse at home. The attitudes of workers in these services, the quality of information they provide and their sensitivity to the problems of battered women can be the critical factor in determining whether or not a woman will decide to change the circumstances of her life within her primary relationship. It is important that they understand the role of transition house and the problems faced by batterd women.

Self-help Groups and Support Groups

People experienced in transition house service and in work with battered women tend to believe that the most important, long lasting and pervasive changes in a women's life are prompted and maintained by support group contact. Transition house philosphy with its collective tradition (see page 42) egalitarian organizational structure (see page 43) and lay counselling models (see page 80) has fostered a pragmatic approach which differs from the traditional medical model of therapy and treatment. The self-help model,which has proven a most effective therapy for assaulted women,is being developed by Battered Women's Support Services in Vancouver. They describe support groups and their approach to treatment as follows:

> These groups are open to women who now live or in the past have lived with the men who batter them. Women come to the group who need support and friendship and who want to learn new skills and change their lives.
>
> Our approach is based on a feminist self-help model. We work with women beginning from our own experiences. In the process we learn from each other, making the connections which explain our experiences which enable us to overcome isolation and end fear. Ultimately we increase personal responsibility and learn to care for ourselves in concrete ways.[61]

Their work is both practical and theoretical; they provide groups for women and training for women group leaders. They also support each other in the demanding work which they generally undertake on a volunteer, after-hours basis.[62]

c) Legal and Court-Based Services

Police

While crisis intervention is the chief role of police, they also provide important information for women victims regarding laying assault charges and obtaining restraining and non-entry orders.[63]

One useful innovation to support their referral role is a card printed with relevant telephone numbers (Transition House, Legal Aid) left with women victims by officers attending domestic crisis calls.

Legal Aid and Legal Clinics
Community Law Offices and Private Lawyers

It is important for women to learn procedures and rights regarding such matters as child custody and property. Whether or not they chose to leave the marriage, learning how to gain access to legal information is essential. While some women have the financial means to pay a private lawyer for such information, many will require the assistance of public law services.

Excellent directories of such services are available in many provinces. The Directory of Legal Services for B.C., lists public law and law enforcement services, Correction Branch programs and institutions and regulatory and administrative agencies.[64]

Information about legal advice societies, store front offices and any provincial Legal Aid directory is usually available from local universities, faculties of law and the provincial Ministry of the Attorney General or Justice Department.

Lawyer Referral Service

The B.C. Branch of the Canadian Bar Association operates the Lawyer Referral Service which stated aim is to encourage people to seek legal advice early.[65]

The prospective client telephones the local branch (in 10 locations in B.C.) and is directed to a lawyer who arranges an appointment. The lawyer will give an interview of up to 30 minutes at a nominal fee of $10.00.

The purpose of the interview is to determine if the client's problem is a legal one, and if so what is involved in terms of time and money. The client may need no further help or may decide to hire the lawyer. In any case the cost is no more than $10.00.

Women who do not qualify for legal aid but who need initial legal advice may find this service a useful first step towards clarifying their situation related to property, custody, seperation and other legal aspects or marriage.

Family Court

Women who lay charges of assault against their husbands or partners are generally referred to family court. Cases involving common law partners or cases which are judged by police to be "serious" are generally heard in criminal court. The criteria by which this decision is made have been the subject of critical policy analysis as has the resulting tendency on the part of the public (and particularly of offenders) to see family court hearings as less than serious.[66]

Family court, however, is a court of criminal jurisdiction in assault cases and has access to the full range of Criminal Code penalties. Orders such as non-entry and "no-contact" orders can be made and charges laid if orders are broken. The victim cannot, however, be assured of protection unless the offender is arrested and then only for the period of time until bail is set. Transition house can provide up to a month of safety and protection, but by the end of that time immediate legal steps should have been taken and longer term plans made.

As with other components of the service network, the attitude of staff is critically important. The justice of the peace who takes the assault complaint, crown counsel who presents the case in court and the judge who decides on the outcome can contribute effectively to putting an end to the violence. Whether or not the couple stay together, the seriousness of the matter needs to be demonstrated.

Similarly, family court counsellors and probation officers can interpret and enforce the court's authority and also ease the problems of adjustment following separation or divorce. Like the transition house worker, they can support the decisions made by the woman. She must not be pressured to stay in a violent marriage, nor should she be censored if she returns.

Transition house workers accompany women to court to lay charges and to attend the hearing. They have the opportunity to keep in touch with court staff, to provide written material about transition house and up-to-date information on changes in the service network of which they are members.

Victim Advocacy Services

Many battered women never use the services described here as the resource and referral network.

> Only one in ten battered women call the police when they are beaten and an even smaller proportion seek assistance from social and legal service agencies. Part of the problem is that battered women are either unaware of the services or uncertain how to obtain them.[67]

Whether or not advocacy is properly part of the role of transition house is a subject of concern to transition house board members and staff. (See page 13) However, it is clear that transition house service cannot meet all the needs of battered women. It is also clear that more advocacy services must be made available for battered women and more "outreach" programs must attempt to provide information and services to women who require them. This role has best been met in the past 10 years by women's groups, particularly feminist based groups such as those which founded the transition house movement.

Recently special services to victims of crime have been developed in the United States [68] and more selectively in Canada. [69] These services are generally designed to aid victims of breaking and entering or other property offenses and are not necessarily readily adaptable for domestic assault victims. The situation of the woman assaulted in her home by her husband or partner has several unique elements:

- she lives with her attacker
- she is probably financially dependent on him
- she is subjected not only to fear but to humiliation and shame
- she is likely to be disbelieved
- she may encounter lack of sympathy and hositility on disclosure
- she will be required to lay any charges herself
- she is very likely to be attacked again

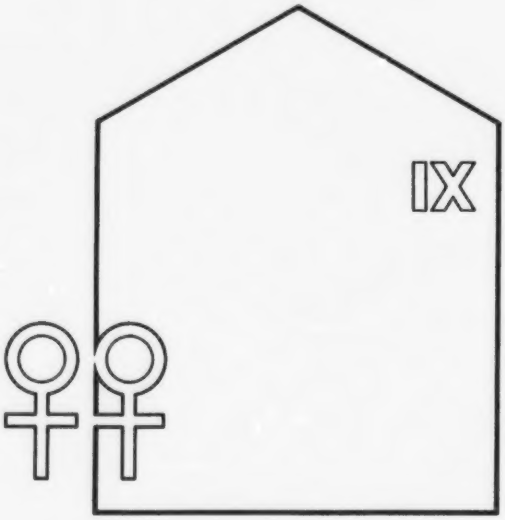
Victim advocacy services designed specifically for the battered woman are a potential area of development which should be of interest to establish services such as Ministries of the Attorney General and family courts as well as to citizen based action groups.

Another service focused on victim concerns is that of the Worker's Compensation Board which administers the Criminal Injuries Compensation Act.[70] Victims who qualify can receive some financial compensation from a fund set up for that purpose. Information on any such service is generally obtainable from the local Provincial Department of Labour, or the office of the Attorney General.

Office of the Ombudsman

The Ombudsman is a person appointed to watch over the way government officials apply the law and carry out policies in dealings with members of the public. The office can investigate and can recommend action to correct injustices.[71] The Ombudsman's office cannot enforce its findings but does have strong powers of recommendation.

Staff will assist members of the public with appeal procedures and may help them find alternate ways of solving their problem. The office of the Ombudsman offers a source of support and a means by which provincial government policy found to be discriminatory or unjust may be challenged.



IX

Trends and Long Term Considerations

IX Trends and Long Term Considerations

1. Identifying Additional Service Needs

In summary, unmet service needs for battered women and their children include:

- schooling or tutoring for children while at transition house
- immediate and long-term help for children from violent homes
- follow-up contact with women whether they return home or go to another living situation (generally a "you call us" arrangement particularly for women who return to the original situation)
- additional and specialized support services for immigrant women
- "second stage" housing for women who leave transition house but require a supportive living situation beyond the immediate crisis period
- new therapy models such as support groups for women and for men who batter
- groups and counselling for couples
- advocacy on behalf of battered women in their dealings with the court system, welfare, housing authorities, etc.

2. Finding New Ways of Supporting Transition House Services

Most transition houses in Canada are operated by private societies, even though substantial funding comes from government sources. One exception is Vancouver Transition House, which is a service of the provincial Ministry of Human Resources. Some transition houses in Canada receive money from United Way and some are agencies of that "umbrella" organization. (See Search for Sources of Funding, page 21.)

One northern transition house received specific support for its service in a social impact study carried out prior to a large scale hydro development. Corporations both public and private should be asked to consider funding for transition house's particularly in isolated locations where stress on family relationships is high and opportunities for women still limited.

3. "Owning" Transition House

Some transition house societies are provided with a building owned by the municipality or provincial government. Others pay hefty rents to private owners. However, some transition houses have found alternatives.

In Steps Leading to Establishment of Hostel for Battered Women and their Children, Leslie Lawlor notes:

> It is a much more viable choice to buy rather than rent. CMHC has 50 year mortgages at low rates of interest and forgivable grants available in its community housing program. Purchase of a relatively new four-plex is suggested as more suitable than a large house. Your offer to purchase must be conditional on -
>
> 1) zoning approval
> 2) mortgage commitment by CMHC
>
> Unfortunately this will limit the number of vendors who will deal with you.[72]

Ishtar Transition House Society in Langley, B.C. has investigated these options and has purchased its house with the innovative use of credit and the creative support of the Canada Mortgage and Housing Corporation.

4. Addressing Government Policy

The United Way Task Force on Family Violence included a range of policy matters in its work and made many specific policy recommendations related to transition house and to the problems of battered women in its report of June 1979.[73] Recommendations addressed the need for funding support, evaluation and assessment of services, and public and professional education related to the problems of family violence.

On the subject of battered women and regulations related to welfare assistance, the Task Force recommended:

> "THAT a separate section of the Ministry of Human Resources Policy Manual be written in the same way that a section is devoted to child abuse policy to deal with policy relating to women in a violent living situation."
>
> "THAT any statement that a woman does not wish to consider reconciliation be accepted by the financial or social workers."
>
> "THAT a woman's statement of fear of retaliation or reluctance to return to a living situation be accepted and that the policy phrase 'where the administering authority has evidence to support this reluctance on the part of the recipient or applicant' be omitted."

The principle that emergency transition house accommodation for up to one month should be available to a woman and her children without a means test, eligibility for welfare or residency requirements is vital to the attainment of transition house objectives of service.

Policy related to police response to wife battering calls and court procedure related to processing such cases were also dealt with. The Task Force recommended that:

> "Police send help whenever a woman calls and says her husband has assaulted or threatened her, arrest the husband in all cases where a court order has been violated and assist victims of wife battering in other ways such as obtaining medical help.
>
> "THAT police authorities in B.C. enforce a policy of arresting men who commit serious assault against their wives so long as there is reasonable cause to believe that a crime has been committed.
>
> "THAT police arrest a person in less serious assault cases as they would in cases in which the parties were not married to each other."

> "THAT justices of the peace be required by policy to accept informations from women assaulted by their spouses and to allow complainants to press charges unless there is clear evidence that a complaint is groundless.
>
> "THAT as a general rule assault by spouses be heard in criminal court so that the assault will be seen to be a crime rather than in family court where it tends to be seen as a private matter."

Increasingly, it has become the task for people knowledgeable in problems related to wife battering to address formally policy issues which adversely affect women and to make practical suggestions to effect change in welfare agencies and legal institutions. Besides policy changes, legislation must be strengthened to ensure that wife assault will be treated as a crime in practice as well as in theory.

5. Developing Provincial and National Networks

a) Regional Meetings of Transition House Workers and Volunteers

Workshops organized on a regional basis provide information and support for staff and volunteers operating transition houses. Financial support for a meeting of two northern regions in Prince Rupert, B.C., was provided by the B.C. Legal Services Society in February, 1981.

b) Provincial Associations of Transition Houses

In B.C. a provincial association of transition houses has been meeting regularly for several years.[74] They have worked towards a provincial government policy statement on transition houses, developed a job description for the transition house worker, and attempted to keep transition house staff and supporters in touch with each other. Staff training, record keeping, service evaluation and particularly adequate funding are other concerns which benefit from the collective consideration of all transition house services in the province.

In Ontario, the Association of Interval and Transition Houses has undertaken such projects as developing a common intake form to obtain standardized statistics.[75]

c) Working with National Organizations

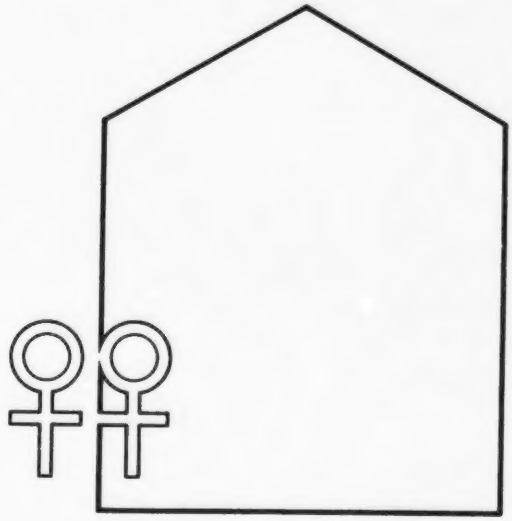
Policy recommendations formulated both provincially and nationally have greater impact on the slow process of change. The publication of Wife Battering in Canada: The Vicious Circle,[76] by the Advisory Council on the Status of Women, has summarized the problem on a national scale. The workshops and information exchanges sponsored by the Advisory Council have also helped support the growth of transition house service throughout Canada.

The National Action Committee on the Status of Women is a country-wide organization with proven lobbying skill and a commitment to advocating on behalf of women. The National Action Committee has an ongoing interest in the problems of violence against women. The annual meeting held in March, 1981, in Ottawa approved the following resolution:

> That N.A.C. demand that the ministries of Health, Justice and Social Services develop programs for police, health service workers, crown prosecutors and social service workers to increase the awareness of the problem of violence against women and to train such people to provide appropriate services to battered women and to sexual assault victims.[77]

N.A.C. is an "umbrella" organization and includes among its 160 member groups, transition houses from across Canada.

Other organizations both provincial and national such as professional associations, unions, social planning councils and political parties, should be challenged to formally support services for assaulted women as an integral part of health and social welfare policy and services in Canada.



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   Library
   340 Laurier Avenue W.
   6th floor
   Ottawa, Ontario
   K1A 0P8

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Publications Department
Legal Services Society
Box 12120
555 West Hastings Street
Vancouver, B.C.
V6B 4N6 (604) 689-0741

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K'san Transition House Society
Box 587
Terrace, B.C.
(604) 635-6447

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Emily Murphy House
Suite 207
1139 Lonsdale Avenue
North Vancouver, B.C.
V7M 2H4 (604) 987-3374

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For other audio visual resources see:

A Rule of Thumb
Produced by Peg Campbell for the United Way Task Force on Family Violence, 1977, 1/2" reel to reel or 3/4" video cassette, black and white, 25 minutes.

A Sign of Affection?
Produced by Peg Campbell for the United Way Task Force on Family Violence and Health and Welfare Canada, 1977, 1/2" reel to reel or 3/4" video cassette, black and white, 25 minutes.

A Common Assault
Produced by Peg Campbell for the United Way Task Force on Family Violence, 1981, slide tape and 3/4" cassette colour video. In 3 parts; 35 minutes total length. Translated versions 15 minutes.

For information on rental fee and purchase price contact:

IDERA
2524 Cypress Street
Vancouver, B.C.
V6J 3N2 (604) 738-8815

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19. For information on research being carried out on children in Transition House contact:

Dr. Susan Lee Painter
National Clearing House of Family Violence
9th Floor - Brooke Claxton Building
Tunney's Pasture
Ottawa, Ontario
K1A 1B5 (613) 995-1050

20. Y.W.C.A. of Vancouver, Annual report. Vancouver, B.C., 1979. For information contact:

Arlene Gladstone, Director of Support Services
Vancouver Y.W.C.A.
580 Burrard Street
Vancouver, B.C.
V6K 1J6 (604) 683-2531

See also: A review of Munro House, Second Stage Housing for Battered Women; Women's Research Centre, 1980. For copies contact:

Woman's Research Centre
2515 Burrard Street
Suite 301
Vancouver, B.C.
V6J 3J6 (604) 734-0485

or

Social Planning Department
Vancouver City Hall
3rd Floor, East Wing
435 West 12th Avenue
Vancouver, B.C.
V5Y 1V4 (604) 873-7487

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Legal Services Society of B.C.
Box 12120
555 West Hastings Street
Vancouver, B.C.
V6B 4N6 (604) 689-0741

22. For information on Kaushee's Place, contact:

Chairperson
Board of Kaushee's Place
190 Valleyview
Whitehorse, Yukon
(403) 668-5733

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Prince Rupert Transition House Society
Box 907
2059 Atlin Avenue
Prince Rupert, B.C.
V8J 1E9 (604) 627-8588

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Society of Transition Houses of B.C.
c/o P.O. Box 33904
Station "D"
Vancouver, B.C.
V6J 4L7

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Support Services for Assaulted Women
P.O. Box 245
Station "K"
Toronto, Ontario
M4P 2G5 (416) 968-3422

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Constance Backhouse
Faculty of Law
University of Western Ontario
London, Ontario

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Support Services for Assaulted Women
P.O. Box 245
Station K
Toronto, Ontario
M4P 2G5 (416) 968-3422

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Social Planning and Research
United Way of the Lower Mainland
1625 West 8th Avenue
Vancouver, B.C.
V6J 1T9 (604) 731-7781

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Women's Research Centre
201-517 East Broadway
Vancouver, B.C.
V5T 1X4 (604) 879-1219

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Social Planning and Research
United Way of the Lower Mainland
1625 West 8th Avenue
Vancouver, B.C.
V6J 1T9 (604) 731-7781

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Social Planning and Research
United Way of the Lower Mainland
1625 West 8th Avenue
Vancouver, B.C.
V6J 1T9 (604) 731-7781

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Social Planning and Research
United Way of the Lower Mainland
1625 West 8th Avenue
Vancouver, B.C.
V6J 1T9 (604) 731-7781

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Society of Transition Houses of B.C.
c/o P.O. Box 33904
Station D
Vancouver, B.C.
V6J 4L7

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Interval House
596 Huron Street
Toronto, Ontario
M5R 2R7 (416) 924-1491

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469 Montreal Street
Kingston, Ontario
K7L 4X8

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MOSAIC
1162 Commercial Drive
Vancouver, B.C.
V5L 3X3 (604) 254-9626

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Executive Director
Family Services of Greater Vancouver
1616 West 7th Avenue
Vancouver, B.C.
V6J 1S5 (604) 731-4951

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Greater Vancouver Information and Referral Service
Suite 105
1956 West Broadway
Vancouver, B.C.
V6J 1Z2 (604) 736-3661

65. For information on the Lawyer Referral Service contact:
Lawyer Referral Service
1184 Hornby Street
Vancouver, B.C.
(604) 687-3221

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68. Victim - Witness Advocate Programs. For information contact:
David Lowenberg
Office of the Pima County Attorney
Victim - Witness Advocate Program
900 Pima County Courts Building
111 West Congress Street
Tucson, Arizona 85701

Jan Kirby
Program Manager
Victim/Witnes Unit, SPD
Office of Criminal Justice Programs
Law Enforcement Assistance Administration
U.S. Department of Justice
Washington, D.C. 20531

Lucy Friedman
Executive Director
Victim Services Agency
2 Lafayette Street
New York, New York 10007

69. Victim Services Unit, Calgary Police Service. For information contact:
Sgt. Bill Hutchinson
Community Services Section
Calgary Police Service
316 - 7th Avenue South East
Calgary, Alberta
T2G 0J2

70. In B.C. contact Worker's Compensation Board offices in 15 locations around the province or direct enquiries to:
Worker's Compensation Board
5255 Heather Street
Vancouver, B.C.
V5Z 3L8 (604) 266-0211

71. For information contact:
Office of the Ombudsman
Province of British Columbia
202 - 1275 West 6th Avenue
Vancouver, B.C.
V6H 1L1 (604) 736-8721

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74. Society of Transition Houses of B.C. For information contact:
Society of Transition Houses of B.C.
c/o P.O. Box 33904
Station D
Vancouver, B.C.
V6J 4L7

75. Ontario Association of Interval and Transition Houses. For information contact:
Leslie Lawlor
Support Services for Assaulted Women
P.O. Box 245
Station K
Toronto, Ontario
M4P 2G5 (416) 968-3422

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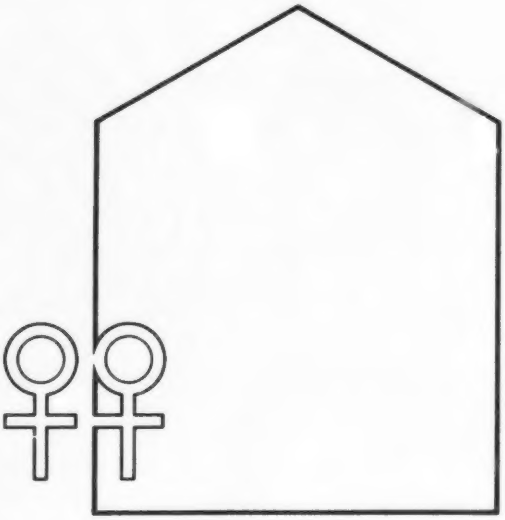
Canadian Government Publishing Centre
Supply and Services Canada
Hull, Quebec
K1A 0S9

For further information contact:
The Canadian Advisory Council on the Status of Women
151 Sparks Street
Box 1541 Station B
Ottawa, Ontario
K1P 5R5 (613) 992-4975

77. For information contact:
National Action Committee on the Status of Women
Suite 306
40 St. Clair Avenue East
Toronto, Ontario
M4T 1M9 (416) 922-3246



Appendix I

Appendix I

The following is adapted from an article contained in the Child Abuse/Neglect Newsletter, published by the United Way Task Force on Family Violence, Volume 1. Number 5, July 1979.

FAMILY VIOLENCE RESOURCE LIST

How to Plan a Resource List for Your Region

In the summer of 1977 a resource list was compiled by the Task Force on Family Violence to provide a concise list of resources and services available to professional helpers and other staff who come into contact with children who may be abused or women who are battered. Over 15,000 copies were distributed throughout the Lower Mainland.

While excellent directories of services such as the Red Book (Directory of Services for Greater Vancouver) were available in large centres, the aim of the Task Force was to produce in foldout form, a pamphlet which would serve as both a handout and a poster for bulletin boards and receptionists' desks, specific to the problems of child abuse/neglect and wife battering.

It was both a reference source and a case-management tool to remind workers of the resource and referral network they operate within.

Steps to take:

1. Form a resource list committee

Form a new committee or a subcommittee of an existing local organization interested in family violence.

2. Decide on content

Outline which types of services you want to include in the resource list. These constitute the headings.

3. Draft the information

Be sure to check out the descriptions, telephone numbers and other information with the service concerned. Add numbers, fee (if any) and "how to contact" information. For example:

Ishtar Transition House	
(9:30 a.m. - 5 p.m., Monday to Friday)	530-9442
After hours (Surrey Crisis Line)	588-0188

Serves Aldergrove, Abbotsford, Langley, Maple Ridge, Mission and Surrey. Provides up to 4 weeks accommodation and counselling for women and their children. 24 hour emergency on call. 48 hour stay for single women. No charge.

4. Think Regionally

It makes sense to utilize services in nearby towns which cannot be duplicated in each community. It is also helpful to users to see a listing of the various offices of one service which may be located in a given region.

While the list of resources for rural areas will not be as extensive as that for the Lower Mainland, all areas in B.C. are served by police, Public Health nurses, the Ministry of Human Resources social workers, a Probation Officer or Family Court Counsellor of the Correction Branch, Ministry of the Attorney-General. Similarly, hospitals are located in each major provincial region, and their emergency and outpatient services should be included. Transition Houses and Rape Relief services are now available in centres beyond the Lower Mainland. Many communities also have a mental health centre, a Parents-in-Crisis Society and a Crisis Line.

You may well discover services such as the Vanderhoof Child Welfare Committee described in this newsletter which are unique to your region and should be better known to nearby communities.

A regional family violence resource list could include the following:

a) Police, Crisis Line and other 24-hour response services.

b) Women's Emergency Shelter

c) Child Abuse/Neglect Services: Numbers to call to report a suspected case of child abuse or neglect. Also include self-help groups like Parents-in-Crisis, hospital services, both emergency and outpatient, and other services of the Ministry of Human Resources.

d) Counselling Services: Include the Family Court Counsellor Service of Corrections Branch, Ministry of the Attorney-General, Mental Health Services, Family Centres, Women's Centres, Rape Relief, and the Family Services Association.

e) Court based services: Include telephone numbers for Justice of the Peace, Crown Counsel, Probation and Family Court Counsellors.

5. Look for funding

The problem of family violence can draw wide support from churches, the P.T.A., and service groups such as Lions, Elks or Masons. Credit unions and locals of industrial unions also have funds for community projects. They may be willing to contribute to the cost of printing. Acknowledge funders on the resource list if they wish.

Another option is to request the use of facilities like typewriters to produce a resource list by stencil in a local agency such as the Probation Office, the Health Unit or the Ministry of Human Resources.

Finally, consider having your resource list printed in a local or district newspaper in a block form with the request to readers that it be cut out and displayed.

6. Print the resource list

Ask a printer to help you with layout, or else type on to a legal-size paper for stencilling. Reductions can help you get more information in a small space.

7. Distribute the resource list

Remember that professional groups like doctors and lawyers will find the list a useful resource. The B.C. Medical Association and the B.C. Bar Association distributed the Family Violence Resource List to their own members in the Lower Mainland. Some agencies may be willing to pay a nominal price for the list to help defray printing and distribution costs.

8. Plan for regular up-dating

9. Keep track of provincial resources

Many hospitals, dignostic centres and consultative services have responsibility to the whole of the province even though they are located in major cities. It is worth listing for easy reference the names of the institutions and services, contact people and telephone numbers, as well as the type of service available to residents of the province whereever they may live. This can constitute an addition to the regional resource list.